



**DEMOCRATIC LOCAL
GOVERNANCE PROGRAM
PHASE I
FINAL REPORT**

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Acronyms and Abbreviations

AC	USAID/Colombia's Anti-Corruption Activity
ACUICA	Caquetá Association of Fish Farmers
AD	USAID/Colombia's Alternative Development Program
APM	Advanced Participation Methodology
ASOHECA	Caquetá Association of Rubber Producers and Reforesters
CMDR	Municipal Commission for Rural Development
CONFECAMARAS	National Confederation of Chambers of Commerce
CoP	Chief of Party
CSO	Civil Society Organization(s)
CTO	Cognizant Technical Officer
CTP	Territorial Planning Commission
DDP	Departmental Development Plan
DLGPI	Democratic Local Governance Program, Phase I
DPIN	Department of Planning National Project Bank
ETI	Indigenous Territorial Entity
FCM	Colombian Federation of Municipalities
FEDESARROLLO	Foundation for Studies in Economic Development
FENACON	National Federation of City Council Members
FOSIT	Territory Financial Information System
FUNDAMAZ	Foundation for Amazonian Development
GoC	Government of Colombia
IC	Institutional contractor
IDPs	Internally displaced persons
IGAC	Agustín Codazzi Geographical Institute
IMF	International Monetary Fund
IOM	International Organization for Migration
IQC	Indefinite quantity contract
IR	Intermediate Result
JAC	Community Action Board (<i>Junta de Acción Comunal</i>)
Maloca	Corporación Maloca
MDE	Ministry for Economic Development
MDP	Municipal Development Plan
MI	Ministry of the Interior
MOU	Memorandum of Understanding
NGO	Nongovernmental organization(s)
PAC	Program Advisory Committee
POT	Land Use Plan (<i>Plan de Ordenamiento Territorial</i>)
SIF	Social Infrastructure Fund
SME	Small and Medium Enterprise(s)
SO	Strategic Objective
SpO	Special Objective
Sub-IR	Sub-Intermediate Result
TOT	Training of trainers
UMATA	Municipal Unit for Agricultural Technical Assistance

USAID
USG

United States Agency for International Development
United States Government



Executive Summary

The first phase of the Colombia Democratic Local Governance Program (DLGPI) was successfully implemented according to the terms of a Task Order under Indefinite Quantity Contract (IQC) CLIN 006 over a 20-month period from January 4, 2001, through August 31, 2002, with a budget of \$3,296, 845.

DLGPI sought to achieve Intermediate Result 3 of USAID/Colombia's Strategic Objective 1, to "promote more responsive, participatory, and accountable democracy." It was also part of the Government of Colombia (GoC) framework for promoting social and economic change, known as *Plan Colombia*. Its purpose was to strengthen local governance in regions most affected by the political and economic crisis caused by continuing internal violence and illicit drug crop cultivation. DLGPI was expected to increase citizen participation in local decision making at the same time as it enhanced the capability of local governments to respond to citizen concerns in an accountable and transparent manner, through social infrastructure projects.

ARD began program implementation in Colombia within three weeks of signing the Task Order. The initial "quick-start" activities were designed to gain credibility in the field with rapid attention to some of the most immediate problems of local governance. These activities were completed successfully and in a timely manner.

The four principal program components corresponded to the USAID/Colombia's sub-Intermediate Results. These included: 1) citizen participation improved; 2) municipal management strengthened; 3) social infrastructure expanded; and 4) improved transparency and accountability at the local level.

Activities were undertaken in 27 municipalities in two southern departments in Colombia: Putumayo (13 municipalities) and Caquetá (14 municipalities). ARD established field offices in these two areas with the backing of local cooperating partners (*socio-cooperantes*) – the Foundation for Amazonian Development in Caquetá and Corporación Maloca in Putumayo.

The citizen participation activities and those of the transparency and accountability component were developed around the process of selection, management, and oversight or SIF projects. The intention was to develop a series of procedures that could be assumed by municipalities beyond the tenure of DLGPI.

Citizen participation efforts included *mesas de concertación* (consensus assemblies), involving local citizens for the prioritization of SIF projects; *comités operativos* (operating committees), involving project participants for project management; and *veedurías* (citizen oversight committees), involving beneficiaries in overseeing the progress and financial management of the project. In addition, local NGOs, community organizations, and others were trained in advanced participatory methods, as well as project planning and implementation. Special attention was given to the Territorial Planning Councils, the Municipal Rural Development Councils, and, particularly, the *Juntas de Acción Comunal*, (Community Action Boards), many of which directly implemented SIF projects.

Municipal strengthening interventions included training of mayors, local municipal staff, and authorities; technical assistance to improve Land Use Plans, Municipal Development Plans, and financial management systems; upgrading of urban cadastres; and exchanging of best practices among the principal municipal planning and administration actors.

The SIF component successfully implemented 66 small community development projects, both productive and infrastructure, prioritized by *mesas de concertación* and with intense supervision on the part of the communities themselves, the mayors, and ARD. Clear rules on financial management and program implementation criteria allowed DLGPI to complete these projects at a cost of over US\$ 1.3 million to USAID, which leveraged over \$700,000 in counterpart funds. There was not a single instance of misuse of funds, in part because of the intensive citizen participation and transparency mechanisms that allowed for adequate program oversight.

Transparency and accountability interventions included organizing *veedurías* at the local community level; training the participants in procedures for project oversight; transparency pacts, in which mayors publicly assumed responsibility for their actions and made them known to the public; and participatory budget exercises, in which the public was allowed to express its priority needs and ensure that the mayors and their staffs assumed them.

The results of DLGP II are impressive considering the difficult and violent situation in Caquetá and Putumayo. Both departments are known for their expansive rural areas, historical lack of state presence, impoverished communities, diminished municipal budgets, poor infrastructure, presence of illicit crops, and constant combat between the FARC and the paramilitaries. During the implementation of DLGPI, several armed shutdowns were illegally enforced by the FARC in the south, stopping all movement of people and goods for months. In a one-year period, between August 2001 and June 2002, five mayors in Caquetá were assassinated, not to mention the numerous other public officials and community leaders that were also killed.

DLGPI used a methodology that allowed the projects to move forward despite these formidable conditions. ARD Field Coordinators were chosen from among recognized, respected, and qualified leaders of their departments. Cooperating partners were local NGOs with experience in DLGPI program components. SIF projects were implemented by local community organizations, associations, or producer groups. By not bringing in outsiders, DLGPI was able to gain credibility within communities, maintain a low profile, and ensure project ownership by the beneficiaries.

Task Order Description and Requirements

On January 4, 2001, USAID/Colombia and ARD, Inc. (ARD), a private firm based in Burlington, Vermont, USA, agreed to the terms of a Task Order under Indefinite Quantity Contract (IQC) CLIN 006 for the implementation of a 15-month program under the Colombia Democratic Local Governance Program (DLGPI). The amount originally budgeted in the Task Order was initially \$2,700,000. It was amended in September 2001 for the amount of \$596,845, bringing the total cost of the Task Order to \$3,296,845. To complete several Social Infrastructure Fund (SIF) and technical assistance projects, USAID/Colombia granted two no-cost extensions. The first changed the completion date from March 31, 2002, to June 30, 2002; the second extended the completion date to August 31, 2002.

DLGPI formed part of the international cooperation package agreed upon between the Governments of the United States of America (USG) and Colombia (GoC) under Agreement N° 514-9002 of September 27, 2000, for the achievement of SO1. It was part of the GoC framework for promoting social and economic change, known as *Plan Colombia*. It was designed to address poor local governance in regions most affected by the political and economic crisis caused by continuing internal violence and illicit drug crop cultivation. DLGPI was expected to increase citizen participation in local decision making. At the same time, it enhanced the capability of local governments to respond to citizen concerns in an accountable and transparent manner, through social infrastructure projects.

Program Institutional Framework

USAID/Colombia's Strategic Objective 1 (SO1) is to "promote more responsive, participatory, and accountable democracy" (see Annex 1). The local governance Intermediate Result (IR3) is "strengthened local governance." Four sub-results (Sub-IRs) aim to achieve this IR. These include:

- Sub-IR 1.3.1 Citizen participation improved;
- Sub-IR 1.3.2 Municipal management strengthened;
- Sub-IR 1.3.3 Social infrastructure expanded; and
- Sub-IR 1.3.4 Improved transparency and accountability at the local level.

Objective: The overall objective of DLGPI, in response to IR3 within SO1, was to strengthen democratic local governance in areas that are the focus of USAID in promotion of a more responsive, participatory, and accountable democracy in Colombia. The four DLGPI program components were organized under and were designed to help achieve these four Sub-IRs. The four components were: 1) citizen participation; 2) municipal management; 3) SIF; and 4) transparency and accountability. Additionally, DLGPI supported IR 1.4 Improved Transparency and Accountability at National and Local Levels through Sub-IR 1.3.4.

Performance Measure: By the end of this Task Order, each selected municipality was to have a standing body/committee of citizens with the capacity to advise and oversee planning,

implementation, and evaluation of municipal development. These communities were to have at least one project in place that responded to citizen priorities, reinforced the local government's ability to plan, manage, and implement, and/or utilized the Social Infrastructure Fund, complemented by local resources.

Focus on Strategic Planning: Under DLGPI, the institutional contractor (IC) was to focus on participatory strategic planning as a starting point for assistance within each municipality selected. Initially, local authorities and community leaders were to agree to an agenda that would form the core of the agreement between DLGPI and that municipality. A strategic planning exercise was to be organized to allow communities, through appropriate channels, to define the needs and priorities of their municipalities, as well as their vision for its future development. This process was to be designed in such a way so as to balance the need to maximize participation with the recognition of the need to demonstrate results as early as possible.

The Scope of Work referred to existing local-level participatory mechanisms, such as the Municipal Rural Development Councils (CMDR) and the Territorial Planning Councils (CTP), as potential vehicles for stimulating citizen participation. The IC was required to examine and analyze what participatory mechanisms were already in place, their effectiveness, and ways to build on those mechanisms. Particular attention was to be paid to involving small and medium enterprises (SME) within the community in the planning process.

On the basis of these analyses and discussions with municipal officials and community leaders, the IC was to design and implement a potentially sustainable participatory strategic planning process that would produce a list of concrete actions reflecting citizen priorities. Such actions were to yield demonstrable results within the timeframe for the Task Order. Short-term projects were supposed to demonstrate that community participation could lead to community development. The IC was to work with the municipal government and a citizen planning committee to manage that process from planning through implementation, including monitoring. DLGPI was to provide the necessary training and technical assistance to build the capabilities of both municipal officials and citizens.

Social Infrastructure Fund (SIF): An integral part of DLGPI was to be the establishment of a social infrastructure fund. This fund was to enhance the intent of DLGPI by assisting municipalities in the short-term to meet citizen demands and demonstrate results. This was to be accomplished by procuring goods and services for municipalities for community action projects and providing community groups with goods and services that contribute to the realization of a development project.

Sustainability: The principal basis for ensuring sustainability was to institutionalize citizen involvement through the strengthening or establishment of standing citizen committees. These committees would continue to have a defined role in the planning, implementation, and oversight of municipal development projects. A second concurrent factor that was to promote sustainability was providing training and technical assistance to improve management skills within the municipal government and planning and oversight skills of

citizen committees. A third factor was to disseminate lessons learned directly to the other interested parties; that is those skills that could be applied to the future reinforcement of processes of democratic local governance. Part of this process was to be the skill transfer to DLGPI's cooperating partners, the organizations in each department that were to serve as the local counterparts for the program. Another part was to disseminate results and best practices to mayors and municipal officials, as well as community leaders and citizen groups.

Program Management: While primary responsibility for implementing DLGPI was to rest with ARD, success was assumed to depend upon the IC's ability to form and manage partnerships with local cooperating partners. The IC was to define the Work Plan, select the cooperating partners, and provide overall technical and managerial guidance regarding DLGPI aims and methods, under the supervision of USAID/Colombia through its Cognizant Technical Officer (CTO). The cooperating partners were to supply their knowledge of the regions where they worked, the methodologies that have proven effective, their contacts in the field, and office space. An essential requirement of the DLGPI strategy was to be close coordination with other relevant USAID programs and other donors and agencies working in the regions covered by DLGPI.

Quick Start: The IC for DLGPI was to devise an approach that would ensure rapid mobilization in country and a fast-tracked process of implementation. This was to include making the necessary contacts and agreements with the mayors in Putumayo and Caquetá to initiate activities by Month 3 of the contract. Subsequently, the IC could opt for a phased approach, bringing the total amount of municipalities involved in DLGPI to approximately 15 to 20 within the task order period.

Counterparts and Coordination: The counterparts for DLGPI were the municipalities (both government and civil society); the Ministry of the Interior (MI), in its role as the national agency overseeing local government; and the Presidential Office of Citizen Coexistence and Security (also known as *Empresa Colombia*), headed by Gonzalo de Francisco as the GoC counterpart for *Plan Colombia* in Putumayo. On the dissemination of experiences and lessons, mayors and municipal officials were to act as counterpart organizations, organizing conferences and seminars to highlight program results to interested municipal, departmental, and central government officials. Counterparts at the municipal level were to coordinate directly with municipal governments. At the national level, coordination was to take place with selected municipal associations and an Advisory Council, composed of the IC, USAID, national counterparts of the program (MI, *Empresa Colombia*), departmental leaders in Putumayo and Caquetá, and other designated GoC entities.

Municipal Selection: DLGPI was to provide assistance to approximately 15 to 20 municipalities throughout its duration. Selection was to be based on a series of criteria including three necessary conditions: 1) location within priority regions of Putumayo and Caquetá; 2) population of less than 200,000 inhabitants; and 3) expression of interest in participating in the DLGPI program.

Monitoring and Evaluation: ARD was to establish a monitoring and evaluation system that would track the component activities of the program, establish a baseline for the results to be

achieved, and measure through appropriate indicators the achievement of those results. DLGPI progress was to be reported monthly to the CTO, along with quarterly financial reports.

Results Achieved

DLGPI was organized into four principal components for program implementation: 1) community participation, 2) municipal strengthening, 3) the social infrastructure fund, and 4) transparency and accountability. In support of these components, a series of activities was first designed to quickly demonstrate benefits using existing structures and planning mechanisms prior to the introduction of the components. Finally, DLGPI implementation also included an assessment of municipal strengthening needs in eight departments for future USAID local governance programs in Colombia. In nearly all the planned program activities, the principal intended results were either achieved or surpassed.

Details of the actions and processes carried out during the 20 months of DLGPI were reported in the weekly, monthly, and quarterly reports presented to USAID. The following analysis presents the results achieved, in accordance with the indicators established in the Task Order and the tasks under each component in the Work Plan.

A. Quick-Start Activities

Objective: Positive potential benefits of local governance quickly demonstrated to citizens in a tangible and visible manner.

Table A.1 compares the targets originally programmed under DLGPI. Due to delays caused by the armed conflict, strategic planning, and the desire of the Governors of Putumayo and Caquetá and the Presidential Office of Citizen Coexistence and Security to participate in the formal signing process, ARD did not sign any Memorandums of Understanding (MOUs) within the first four months of the program. However, a total of 27 MOUs in 27 municipalities¹ were signed by Month 6 of the program.

Indicator	Target	Results
Number of MOUs signed in Putumayo	4 by end of Month 4	0 MOUs; 13 MOUs by end of month 5 (May 2001)
Number of MOUs signed in Caquetá	4 by end of Month 4	0 MOUs; 14 MOUs by end of Month 6 (June 2001)

With a limited program time frame, it was important to immediately establish DLGPI's, credibility and develop the trust required to implement program activities. Therefore, a series of activities was designed to quickly demonstrate benefits using existing structures and planning mechanisms, prior to the implementation of activities under each program

¹ The 13 municipalities in Putumayo included Colón, Mocoa, Orito, Puerto Asís, Puerto Caicedo, Puerto Guzmán, Puerto Leguizamo, San Francisco, San Miguel, Santiago, Sibundoy, Valle del Guamuez, Villagarzón; the 14 municipalities in Caquetá included Albania, Belén de los Andaquíes, Curillo, El Doncello, El Paujil, Florencia, La Montañita, Milán, Morelia, Puerto Rico, San José del Fragua, Solano, Solita, Valparaíso.

component. At the same time, the core elements of the program components were incorporated during initial implementation. For example, SIF projects in this quick start phase were identified with the mayors and supported by *comités operativos* and *veedurías*, providing an opportunity for active citizen participation.

Table A.2 demonstrates the progress made on each task according to the original product planned under the quick-start activities. In most cases, the achievements complied with those planned under each task. ARD established key liaisons with GoC entities, cooperating partners, mayors and other municipal officials, local project implementers, other USAID programs, and beneficiary communities. The DLGPI professional staff was prepared to implement program activities. Finally, DLGPI was set up to begin implementing quick-start activities, as well as the program components: teaching materials were prepared; needs assessments for strengthening local governance were conducted (e.g., to improve Municipal Development Plans, Departmental Development Plans, Land Use Plans); training on SIF project formulation was provided; and quick-start SIF projects were identified. This stage paved the way for regular program implementation under the four components.

Task	Product	Achievement
<i>Activity 1.1. Bogotá-based actions</i>		
1. Liaison with USAID, USAID programs and their implementers	Mutual coordination mechanisms and participation in regular USAID project coordination meetings	Completed as planned
2. Liaison with GOC agencies	Coordination of DLGPI activities with those of national agencies; Program Advisory Committee (PAC)	Completed as planned; PAC established under direction of Presidential Office for Civil Coexistence and Security
3. Coordination with municipal associations and mayors	Introduction of project to primary partners in the field and their organizations; Coordination of initial logistical and practical arrangements	Completed as planned
4. Liaison with potential national partners in NGO, university, and private productive sectors	Agreements with these key partners on levels and forms of cooperation	Completed as planned. Key agreements with University of the Andes, FEDESARROLLO, Federation of Coffee Growers
5. Workshop with Putumayo mayors, Governor, Presidential Counselor's staff, implemented by Javeriana University	Public presentation of project; initial coordination with mayors in Putumayo	Completed as planned; additionally, dinner meeting held with mayors from Putumayo.
6. Conduct a team-building exercise for DLGPI, including ARD, USAID, GoC	A clear, coherent perspective on DLGPI activities, methodologies, expectations, limitations, shared among DLGPI actors	Completed as planned
7. Develop manuals and protocols for initial planning of quick-start phase, to incorporate lessons learned	Manuals, protocols	Completed as planned

Task	Product	Achievement
<i>Activity 1.2. Putumayo-based actions</i>		
1. Three meetings with mayors (in Pasto, Puerto Asís, Puerto Leguizamo)	Mayors informed of DLGPI philosophy, content, coverage; clearer sense within DLGPI Team of TA needs, potential for DLGPI actions; preliminary sense of situation, opportunities, constraints of DLGPI actions in each municipality	Completed as planned, March-May 2001. Initial delay at Mission Director's request
2. Contacts with potential NGO, producers' association, indigenous organization, university, other Putumayo partners	Diagnosis by team for internal use of opportunities, constraints on partnerships	Completed as planned
3. Technical assistance to analyze needs, opportunities for support of POTs	Criteria for technical assistance in improving POTs, MDPs in Putumayo, basis for updated cadastres	Needs assessment conducted and technical assistance portfolio for municipal strengthening developed by FEDESARROLLO. Completed with detailed POT strategy for Putumayo. Updated cadastres: 1 (Puerto Asís); Improved POTs: 6 (Colón, Puerto Asís, Puerto Leguizamo, San Francisco, Santiago, and Sibundoy)
4. Technical assistance to mayors in elaboration of MDPs, as requested	Completed MDPs meeting standards of local communities, mayors, GOC agencies	No demand in Putumayo for this technical assistance.
5. Dissemination of MDPs, shared criteria for them	Database for appropriate technical information organized by community for participation in local public affairs	No demand for this task
6. Pre-selection of quick-start SIF projects	Definition of initial sites and actions in Putumayo	Completed as planned. One quick-start SIF project selected in each of 13 municipalities
7. Draft, reach agreement on initial MOUs with mayors, subject to USAID approval, coordination with Presidency, PAC	4 to 8 MOUs signed in Putumayo	13 MOUs signed in Putumayo with same number of mayors
8. Consultations with potential beneficiary communities to ensure their support of and commitment to the program in each of municipalities selected	Community participation and input into program design in selected municipalities	SIF projects, selected mainly from MDPs, consulted with communities in 13 municipalities, agreed to by communities
9. Training and technical assistance to municipalities planning committee members, beneficiary community representatives	Bank of proposals that meet community, municipality, GoC agency, and USAID standards	Done. 105 initial proposals presented

Task	Product	Achievement
10. Selection of proposals, procedures for implementation	Concrete quick-start proposals in 4 to 8 municipalities	Concrete quick-start proposals in 13 municipalities
11. Funding of programs involving support to selected municipalities in developing, improving local community participation mechanisms, improved municipal administration, transparency, and one SIF project in each selected municipality	Initiation of program in 4 to 8 municipalities	Completed as planned, in 13 municipalities – Workshops on best local management practices: 7 (Colón, Mocoa, Orito, Puerto Asís, Puerto Caicedo, Puerto Guzmán, Puerto Leguízamo); Workshops on public management oversight: all 13 municipalities; Transparency pacts: 2 (Mocoa, Puerto Asís)
12. Community, ARD Team evaluation, monitoring of programs in each of selected municipalities with systematization of results	Concrete, systematized initial experiences in local community participation, improvements in municipal administration, local community audits, supervision of SIF implementation	Completed as planned
<i>Caquetá-based actions</i>		
1. Coordination meeting with Caquetá mayors, planning chiefs, advisors	Mayors, staffers, informed of DLGPI philosophy, content, coverage; clearer sense in DLGPI team of technical assistance needs; opportunities, constraints on DLGPI actions in each municipality; reception of first proposals, ideas for SIF interventions	Completed as planned in Florencia, February 2001
2. Contacts with potential NGO, producers' association, indigenous organization, university, other partners in Caquetá	Diagnosis by team for internal use of opportunities and constraints on partnerships for response to local community, municipal needs	Completed as planned. Needs assessment conducted and technical assistance portfolio for municipal strengthening developed by FEDESARROLLO
3. Technical assistance to mayors and planning teams in elaboration of MDPs and/or POTs	Completed MDPs acceptable to communities, municipalities, GoC agencies	MDPs completed in 10 municipalities, according to plan in Caquetá -- Updated cadastres: 1 (San José del Fragua); Updated POTs: 9 (Albania, Belén de los Andaquíes, Curillo, El Doncello, El Paujil, Puerto Rico, San José del Fragua, Solita, Valparaíso)
4. Assistance to Governor of Caquetá in formulation of integrated DDP, to articulate 16 municipalities and their MDPs	Completed Departmental Development Plan approved by Departmental Assembly	Completed as planned. Departmental Development Plan approved, published, distributed in Caquetá.
5. Possible technical assistance for POTs if requested by mayors	POTs in selected municipalities consolidated, following participatory processes, approved by municipal councils, acceptable to environmental authority (Corpoamazonia)	Updated POTs: 9 (Albania, Belén de los Andaquíes, Curillo, El Doncello, El Paujil, Puerto Rico, San José del Fragua, Solita, Valparaíso)

Task	Product	Achievement
6. Engagement of coffee producer organizations in support of DLGPI programs	Alliance with key social actors in Caquetá in support of DLGPI programs	Completed as planned. Coffee project supported in 5 Caquetá municipalities
7. Dissemination of MDPs and sharing of criteria for them	Database for appropriate technical information organized by community to ensure local community participation in public affairs	Completed as planned. MDPs published, disseminated in 10 municipalities in Caquetá
8. Draft and reach agreement on initial MOUs, subject to USAID, Presidency PAC approvals	Concrete quick-start programs for 4 to 8 municipalities in Caquetá	MOUs signed with mayors in 15 municipalities in Caquetá
9. Consultations with beneficiary communities on projects proposed for quick-start SIF projects	Community participation and input into program design in selected municipalities	Completed as planned. Communities involved in design, modification, monitoring of SIF projects through <i>comités operativos</i> and <i>veedurías</i>
10. Training and technical assistance to municipal planning committee members, beneficiary community representatives by locally present partner technicians or institutions in elaboration of program proposals, including community participation, improved municipal administration, transparency in resource management	Bank of proposals meeting community, municipality, GoC, and USAID standards for SIF projects, clearly involving community participation, transparency, accountability	Completed as planned. Over 105 initial proposals presented Workshops on public management oversight: all 14 municipalities; Workshops on project management and oversight by FUNDAMAZ: all 14 municipalities; Workshops for members of CTPs and CMDRs: 6 (Belén de los Andaquíes, El Doncello, El Paujil, Florencia, Solano, Solita); Workshops on accountability tools to municipal council members: 1 (Florencia)
11. Pre-selection of SIF projects, according ARD criteria for consultation with USAID, PAC	Definition of quick-start interventions in Caquetá	Completed as planned: 14 SIF projects in Caquetá selected for quick-start
12. Funding of programs involving support to selected municipalities in developing local community participation mechanisms, improved municipal administration, more transparent management of resources, and one SIF project in each of selected municipalities	Initiation of program in 4 municipalities	Completed in 14 municipalities of Caquetá. Workshops on public management oversight: all 14 municipalities; Workshops on project management and oversight by FUNDAMAZ: all 14 municipalities; Workshops on accountability tools to municipal council members: 1 (Florencia); Transparency pact: 1 (Florencia)
13. Community and ARD Team evaluation and monitoring of programs in each selected municipality	Concrete experiences in local community participation, improved municipal administration, local community audits, SIF oversight	Completed as planned, using operating <i>comités operativos</i> and <i>veedurías</i> in each community where SIF projects were implemented

B. Citizen Participation Component

Objective: Mechanisms for citizen participation in local decision making strengthened in order to assure that resources and projects are directed at solving the priority concerns of the communities and are implemented in a transparent manner.

Table B.1 shows that the citizen participation component surpassed its intended results. DLGPI was expected to work with citizens in 15-20 municipalities, but reached a total of 27 municipalities (13 in Putumayo; 14 in Caquetá). In each municipality, a *mesa de concertación* was convened to identify and prioritize SIF projects. Sixty-six SIF projects were completed, either through the quick-start approach or bottom-up approach (through *mesas de concertación*). All the SIF projects were accompanied by citizens participating in *comités operativos*, and *veedurías*. These committees brought together 6,177 citizens in meetings. In addition, citizens participated in three budget exercises.

Indicator	Target	Results
Increase in number of participatory mechanisms used	1 participatory strategic exercise in each targeted municipality (15-20)	27 <i>mesas de concertación</i> , 66 <i>comités operativos</i> , and 66 <i>veedurías</i> for SIF projects; 3 participatory budget exercises
Increase in numbers of citizens participating through these mechanisms	Baseline 0 (no numerical target established)	6,177 citizens participating in DLGPI-sponsored mechanisms in Putumayo, Caquetá
Increase in citizen oversight	15% over baseline, which in 2000 was 0	66 <i>veedurías</i> in 27 municipalities held 181 meetings in Caquetá and Putumayo

The DLGPI citizen participation strategy, developed in May 2001, was based on prior experiences in the GoC's National Rehabilitation Plan. It mainly addressed mechanisms for incorporating rural inhabitants into a program for funding community infrastructure. It also recognized the importance of the constitutionally and legally established mechanisms developed in Colombia to ensure options for citizen participation in government affairs in the context of the 1991 Colombian Constitution, which addresses citizen participation in much clearer terms than ever before.

The participation methodology employed in DLGPI emphasized working with existing – at least legally existing – entities established for that purpose. One of the successes in DLGPI was the incorporation of local civil society organizations (CSOs) into the program as SIF project implementers, with a view to strengthening these organizations in Putumayo and Caquetá. Most notable were the *Juntas de Acción Comunal* (JAC – Community Action Boards), which implemented 28 SIF projects (9 in Caquetá; 19 in Putumayo). JACs were preferred when this was technically and administratively feasible and the local communities were in agreement. Alternatively, locally based nongovernmental organizations (NGOs), producers' associations, and other appropriate CSOs were selected as implementers when these had the necessary expertise and ties to the local communities. These included the rubber tappers and reforesters organization, ASOHECA; the fish farmers' association ACUICA (both in Caquetá); and the bean growers' association in the Sibundoy Valley in Putumayo. Fifteen locally based grassroots social organizations or producers' associations implemented SIF projects in the same number of municipalities (7 in Caquetá and 8 in

Putumayo); 14 SIF projects (5 in Caquetá and 9 in Putumayo) were implemented by locally-based NGOs with prior presence in the corresponding communities.

Moreover, local community counterpart contributions to the SIF projects provided solid evidence of the importance of citizen participation to the beneficiary communities. The total cost for all the SIF projects was US\$ 2,065,259, including US\$ 1,332,788 in co-financing from ARD. Of this total, approximately US\$ 732,471 was leveraged from counterpart contributions, including US\$ 237,489 from local communities themselves.

Special attention was given to traditionally marginalized groups, particularly indigenous communities, Afro-Colombian populations, IDPs, and women. DLGPI funded one SIF project directly targeting the indigenous *cabildo* of Agua Negra in Caquetá. This health post in the municipality of Milan benefited approximately 1,300 people. In total, 15,406 indigenous people benefited from SIF projects. Similarly, DLGPI funded SIF projects for black communities, including the participation of Afro-Colombians in the *mesa de concertación* for San Miguel. These projects benefited 7,483 Afro-Colombians. One SIF project in Florencia, Caquetá was directed at 19 displaced families (165 persons) that were forced to leave their homes due to the increased violence in the region. Finally, 30,229 women benefited from all the SIF projects. One project was directed specifically toward women heads of households: the development of a community poultry farm in Puerto Milán (Caquetá) for 70 women. Consolidated information on beneficiaries of vulnerable groups and counterpart contributions can be found in the figures under the SIF component below.

ARD and its cooperating local partners, FUNDAMAZ in Caquetá and Maloca in Putumayo, provided extensive training to all SIF project implementers in USAID regulations and requirements for managing purchase orders and reporting on expenditures. Moreover, to facilitate JAC implementation of SIF projects, ARD assisted many of the JACs in obtaining their updated legal recognition, with current membership and tax identification numbers. Thus, ARD encouraged the fullest possible participation of sectors of the local civil population in SIF project implementation.

The DLGPI citizen participation methodology also stressed the importance of integration of participatory practices in all the program components. This allowed priorities for municipal strengthening and transparency and accountability actions to include significant input from both the priorities of the local communities, as well as of the mayors, and at the same time complied with corresponding laws and local ordinances. Again, SIF served as a vehicle for applying this methodology and the DLGPI citizen participation strategy.

Technical assistance and training was provided to citizens and their organizations under this component. For example, Maloca, in coordination with the Ombudsman's Office and Accountant General's Office, organized and conducted training sessions in all 13 municipalities of Putumayo. These included the *veedores* of all the SIF projects, local community leaders, and representatives of the NGOs implementing the Alternative Development programs (AD) in Putumayo. A total of 540 participants were trained in citizen oversight. In addition, CTPs and CMDRs in six municipalities in Caquetá and local NGOs in both departments received training in advance participatory methodologies. Successful

experiences in citizen participation were shared in best practice workshops among SIF project implementers. Specific information on technical assistance and training projects for citizens and CSOs can be found in Annexes 3 and 4, respectively.

Finally, it should be stressed that the citizen participation exercises were possible, in large part because of the continuous on-the-ground work of the DLGPI cooperating partner NGOs in Caquetá and Putumayo. ARD Field Coordinators supervised and oriented their work, but could not have accomplished these results alone. Work with these local counterparts allowed ARD to effectively implement its activities, with substantial local citizen participation, in spite of adverse conditions and increased violence.

Table B.2 demonstrates the achievement reached on each task according to the original product planned under the Citizen Participation Component in the DLGPI Work Plan.

Task	Products	Achievement
<i>Activity 2.1 Initial assessment of state of the art of local community participation in Colombia, particularly Caquetá and Putumayo.</i>		
1. Meetings between international consultants and DLGPI team to exchange information, criteria	Better sense of how we can work together to achieve the most effective strategy for development, consolidation of community participation practices in DLGPI areas	Completed as planned with ARD consultants (Gary Forbes, Rebecca Ignatoff) and DLGPI team, April 2001
2. One-on-one meetings between international consultants and DLGPI team, in Bogotá, with potential NGO partners	Clearer picture of interest, possibilities for collaboration with key NGOs, CSOs, toward effective community participation in DLGPI areas	Completed as planned in April 2001
3. Training of trainers in group facilitation skills, other participation methodologies appropriate for DLGPI	A core group of locally active partners with skills to effectively implement DLGPI participation strategy	Completed as planned in May 2001, with participation of 11 NGOs, CSOs from Caquetá and Putumayo
4. Definition of institutional relationships, tasks for implementation of DLGPI community participation strategy	Processes for implementation of DLGPI participation strategy in place	Completed as planned. FUNDAMAZ selected as cooperating partner in Caquetá, Maloca in Putumayo; others in technical assistance, training, SIF project activities. Workshop on community participation mechanisms for cooperating partners in Caquetá and Putumayo
5. Prepare a report for internal circulation describing DLGPI community participation strategy and implementation procedures	Report presented to USAID	Completed and presented as planned. Emphasis placed on JAC, CTP, CMDR, and their roles in municipal planning

Task	Products	Achievement
<i>Activity 2.2 Strengthening of community participation practices in context of SIF projects.</i>		
1. Design, adjust, and arrive at consensus on strengthening existing community participation in SIF projects	Increased effectiveness of established participatory mechanisms, DLGPI procedures applied to implementation of SIF projects	Completed as planned. SIF project <i>comités operativos</i> , <i>veedurías</i> , ARD staff, and cooperating partners collectively developed, improved prior to funding, and monitored 66 SIF projects in 27 municipalities of Putumayo and Caquetá. Workshop on community participation mechanisms for cooperating partners in Caquetá and Putumayo
2. Training in participation practices in selected communities in target municipalities in the context of MOUs	Strengthened and more effective local community participation practices	Training of JACs, NGOs, producers' organizations, other SIF project implementers by cooperating partners, ARD. Workshops on citizen oversight: 13 municipalities in Putumayo; 14 municipalities in Caquetá.
3. Assistance to mayors and councils to facilitate municipalities' assumption of participatory practices developed with the communities	Systematic incorporation by mayors and councils of new improved community participation practices into municipal planning, program implementation, monitoring, evaluation, adjustment of plans in accordance with community priorities	Mayors, council members, or their representatives participated in <i>comités operativos</i> and <i>veedurías</i> of SIF project, assumed the criteria. Needs more work to consolidate as habitual practice in municipalities
4. Strengthening citizen oversight practices through SIF projects	More effective citizen oversight practices	Completed as planned in 27 municipalities: Workshops on citizen oversight: 13 municipalities in Putumayo; 14 municipalities in Caquetá
<i>Activity 2.3 Strengthen grassroots organizations in their relationships with municipal governments through training, greater participation in "cabildos abiertos," "mesas de concertación," other mechanisms.</i>		
1. Assistance to mayors, councils, JAC, CTP, UMATA, CMDR, other local entities to facilitate municipalities' assumption of participatory processes developed with communities, grassroots organizations	Commitment to coordination between municipal governments and grassroots organizations	CTP, CMDR trained in 6 municipalities Caquetá (Belen, El Doncello, El Paujil, Florencia, Solano, Solita). JACs trained in SIF project development, implementation in both departments
2. Training grassroots organizations in organizational strategies and skills, with emphasis on local governance concerns	Better understanding within grassroots organizations of local municipal administration practices, their opportunities, constraints on coordination with municipal governments; improved trust and collaboration; and improved relations between grassroots organizations, municipalities, participation of former in municipal planning, monitoring	Assistance to grassroots organizations on administrative, contracting, and operational processes in the context of all 66 SIF projects

Task	Products	Achievement
3. Technical assistance to municipal planning boards to facilitate grassroots organization participation	Municipal planning boards incorporate grassroots organizations into programs	Workshop for members of CTPs and CMDRs in 6 municipalities in Caquetá (Floresia, Solita, Paujil, Doncello, Solano, Belén de los Andaquíes)
4. Training for municipal councils to help them clarify roles	Municipal council understanding, collaboration with grassroots organizations	Not done. (Because of the time limitations of DLGPI, this activity could not be undertaken within the 20 months of the Task Order. It is being completed under a grant with FENACON as part of Phase II)
<i>Activity 2.4 Assistance to NGOs to strengthen their capacity for advocacy, oversight, including budget oversight.</i>		
1. Training to locally active NGOs in techniques of advocacy, oversight, particularly budget oversight, and for working with grassroots organizations in local planning, prioritization	Strengthened local NGO community with improved capacity for advocacy, oversight, working with grassroots organizations in promoting their interests, agendas	Ten local NGOs from Putumayo and Caquetá trained in APM, involved in SIF project planning, operating committees, citizen oversight, participatory budget exercises; funding included in SIF projects to facilitate financial oversight. Workshops on project management and oversight by FUNDAMAZ and Maloca
<i>Activity 2.5 Systematization, replication of community participation practices.</i>		
1. Workshops to systematize information on DLGPI experiences; consolidate community participation	Shared understanding, assumption of best practices as a result of DLGPI experience	Two workshops on best practices held with SIF project implementers and committee members from Caquetá and Putumayo with 170 participants in Puerto Asis and Floresia; Follow-up presentation of best practices with project implementers in Bogotá
2. Conduct a public awareness campaign around DLGPI experiences, best practices, using public fora, mass media	Public awareness, understanding of DLGPI experiences, best practices in local community participation in municipal governance to increase likelihood of replication in other programs	Not done. (This project began in May 2002 under Phase II of DLGP.)
3. Produce a report on DLGPI experiences, best practices in local community participation in Putumayo, Caquetá	Report	Report on the presentations given at the event Bogotá

C. Municipal Strengthening Component

Objective: Administrative and operational capacity of municipal institutions strengthened so they can provide adequate and relevant leadership in the process of implementing citizen priorities.

Table C.1 demonstrates how program targets in municipal strengthening compare with the results. Although baselines were not established for either indicator, beneficiary surveys,

conducted by FEDESARROLLO, indicate that DLGP II projects helped to improve the efficiency of municipal governments, according to their citizens.

Indicator	Target	Results
Increase in citizen perception of the responsiveness, transparency, and efficacy of the local government	15% over baseline (not determined)	No clear quantitative measure; beneficiary satisfaction surveys yield 80%+ satisfaction
Increase in the coverage of key services	10% increase from baseline (not determined)	No clear quantitative measure

Key to the success of the DLGPI municipal strengthening component was the consolidation of participatory processes for determining municipal action priorities, including budget priorities. DLGPI contributed to the breakdown of traditional patterns of paternalism and clientelism in defining municipal priorities. It also responded to initiatives from those mayors who demonstrated the greatest openness to more participatory planning and implementation of the municipal agenda. These mayors were then closely involved in the determination of needs under this component.

Apart from the SIF projects, POTs were used as the starting point for working directly with municipalities, through the Mayor's Office, on a larger scale. All municipalities and departments in Colombia are required to present POTs for approval by the Regional Autonomous Corporations and their municipal councils or departmental assemblies, before environmental licenses are granted for construction and other development activities within their territories. Most POTs in the areas of DLGPI intervention did not have the technical and organizational capability to satisfy these legal requirements, which have become major obstacles to implementation of their development plans. Similarly, most Mayors' Offices lacked experience in participatory processes that facilitate public acceptance and ownership of their development programs. These are areas where DLGPI was involved and made major inroads toward participatory democratic local governance.

DLGPI was able to improve POTs in 15 municipalities (6 in Putumayo; 9 in Caquetá). This technical assistance was extended to updating two urban cadastres (1 in Putumayo; 1 in Caquetá). Technical assistance and training workshops covered topics such as financial management, tools for accountability, administration of taxes, local information systems, formulation of participatory budgets, and decentralization of key functions. Several forums were also organized in which municipal officials from both departments had the opportunity to share best practices for municipal management. Learning from their peers, who face similar obstacles and challenges, proved to be an appropriate transfer of knowledge and experience. Specific information on technical assistance and training projects for municipal officials can be found in Annexes 3 and 4, respectively.

ARD also focused its attention in this component to strategic planning, improvement of financial and computer systems, and training, as well as involving municipal officials in activities under the citizen participation and transparency components. Moreover, many of

the SIF projects funded respond to the mayors' own priorities and facilitate their response to citizen demand for services. As a display of this commitment, municipalities contributed US\$ 407,156 in counterpart funding for SIF projects. Consolidated information on counterpart contributions can be found in the figures under the SIF component below.

Table C.2 reveals the progress made on each task according to the original product planned in the Work Plan under the municipal strengthening component.

Task	Products	Achievements
<i>Activity 3.1 Initial assessment of municipal administration in Colombia, Training in Municipal Strengthening Criteria, their application to DLGPI area municipalities.</i>		
1. Meetings between international consultants and Colombia DLGPI team to exchange information, criteria	Definition of clearer, more fully developed municipal strengthening strategy	Completed as planned, after delay; consultant Robert Kehew oriented DLGPI team
2. One-on-one meetings between consultants, DLGPI municipal strengthening specialist, mayors, municipal authorities, mayors' associations	Development of more effective municipal strengthening policies, implementation policies	Completed as planned in stages; MDP, POT plans developed; financial systems consolidated, with successive technical assistance
<i>Activity 3.2 Assessment of particular municipal strengthening needs in Putumayo and Caquetá.</i>		
1. Assessment of POTs' needs for improvement	Criteria for technical assistance for POT improvement, citizen participation in process	Completed as planned. Thorough analysis and strategy developed. Problems shown to be complex, needs greater than anticipated, essential for strategic planning of other activities
2. Workshops with selected municipalities, MDE, Corpoamazonia	Agreement among national, regional, local-level authorities on POT strategy, actions to be assumed	Workshops held in Sibundoy Valley. Meetings with MDE, Ingeominas, Corpoamazonia, National Planning Council. Identification of needs to improve POTs in 6 municipalities in Putumayo and 9 municipalities in Caquetá
3. Assist selected municipalities in POT, improve participatory planning, meet environmental, technical, legal obligations	Improved efficiency in land use planning; possibilities for land titling, response to community demands for same; increased municipal revenues	Technical assistance, workshops with communities, for Colón, San Francisco, Santiago, Sibundoy, Puerto Leguizamo, Mocoa, Puerto Asís. Improved POTs in 6 municipalities in Putumayo (Colón, Puerto Asís, Puerto Leguizamo, San Francisco, Santiago, Sibundoy) and 9 municipalities in Caquetá (Albania, Belén de los Andaquíes, Curillo, El Doncello, El Paujil, Puerto Rico, San José del Fragua, Solita, and Valparaíso). Updated cadastres in 1 municipality in Putumayo (Puerto Asís) and 1 in Caquetá (San José del Fragua)

Task	Products	Achievement
4. Technical assistance for analysis of <i>indigenous resguardos</i> , <i>cabildos</i> , their development needs, <i>planes de vida</i>	Baseline for subsequent technical assistance, training, SIF projects, to allow <i>indigenous resguardos</i> to formalize ETI status	Preliminary meetings with MI Director for Indigenous Affairs; reluctance to get involved; recommend pursuing in next government
<i>Activity 3.3 Improve generation, management of municipal revenues, their use, access to national, international funding sources.</i>		
1. Assess state of municipal finance systems; reach agreement on actions needed in selected municipalities	Recommendations on financial system needs	Surveys conducted in 11 municipalities in Putumayo, 8 in Caquetá, provided a basis for methodology and program of actions in these municipalities. Needs assessment conducted and technical assistance portfolio for municipal strengthening developed by FEDESARROLLO
2. Train treasury secretaries in target municipalities to optimize financial management, facilitate access to national, international funding sources	Financial management officers in key municipalities capable of using improved financial management systems	Training provided to financial officers in 5 municipalities of Caquetá. Workshops on tools for accountability to municipal council members in 1 municipality (Florencia)
3. Technical assistance to municipalities to implement assessment recommendations	Improved financial management system in place	Single window procedure applied in 5 municipalities of Caquetá.
4. Evaluation of financial information flows, information system needs, options for improvement	Criteria for strengthening financial management systems in these municipalities	Training in property tax management, 32 staffers in 13 municipalities; technical assistance to financial officers in Florencia, Mocoa, Puerto Asís. Software compared, options recommended. Training on strengthening of municipal tax administration and improvement of local information systems in 10 municipalities in Putumayo (Colón, Mocoa, Puerto Asís, Puerto Caicedo, San Francisco, San Miguel, Santiago, Sibundoy, Valle de Guamez, Villagarzón) and 4 in Caquetá (El Doncello, Florencia, Puerto Rico, San José del Fragua)
5. Provision of hardware and software necessary to implement these systems, where possible with financial support from other sources	Effective municipal information systems functioning in three key municipalities	Not done. (The Territory Financial Information System – FOSIT -- for municipalities will not be available before January 2003.)

Task	Products	Achievement
6. Involve local communities in Budget, Financial Management by improving existing social audit practices in coordination with municipalities	Pilot experiences in participatory budgeting, financial management	Participatory budget experiences in Belén de los Andaquíes, Puerto Asís, El Doncello; 386 citizens attended. Flyer with distribution of revenues, expenditures, in Puerto Asís sent out with electric bills Workshops on public management oversight in all 13 municipalities in Putumayo and all 14 municipalities in Caquetá Transparency pacts in 2 municipalities in Putumayo (Mocoa, Puerto Asís) and 1 in Caquetá (Florencia)
<i>Activity 3.4 Assistance to key municipalities in administrative procedures.</i>		
1. Training of municipal staff in decentralization of key functions	Municipal officers trained in key decentralization processes	Training to key municipal staff in Florencia, Puerto Asís, Mocoa
2. Technical assistance in application of Law 617, Law 80 requirements	Pilot experiences in legally acceptable municipal administration, financing procedures	Technical assistance provided to municipalities of Florencia, Mocoa, Puerto Asís; needs to continue
3. Documentation of, training in best practices observed in Putumayo, Caquetá, and other municipalities in Colombia	Effective transfer of best municipal administration practices to Putumayo, Caquetá	Training, technical assistance provided; best practices seminars held in Florencia, Puerto Asís. Workshops on best practices for local management in 7 municipalities in Putumayo (Colón, Mocoa, Orito, Puerto Asís, Puerto Caicedo, Puerto Guzmán, Puerto Leguízamo)
<i>Activity 3.5 Demonstrate possibilities for improving priority municipal services.</i>		
1. Identify institutional management mechanisms, processes necessary to make improvements; negotiate criteria for them between municipalities, communities, DLGPI	Definition of priorities for changes in municipal service structure agreed upon between municipalities, communities, DLGPI	In coordination with municipalities and communities, potable water, sanitation needs prioritized for Puerto Asís, Puerto Leguízamo, San Miguel, Villagarzón, Mocoa; in coordination with Governor of Putumayo, day care centers supplied with furnishings; UMATAs provided technical assistance in 5 Putumayo municipalities
2. Technical assistance to implement improvements identified	More efficient municipal administrative processes, with community participation in 10 municipalities	All 13 municipalities in Putumayo trained, provided technical assistance
3. Community education, citizen participation campaigns around provision, adequate use of public services	Effective community involvement, understanding, support of improvements in provision of priority municipal services in 10 municipalities	Community groups and 40 municipal officers trained in Florencia, Caquetá (co-financed by MDE and UNICEF)

Task	Products	Achievement
<i>Activity 3.6 Strengthened institutional spaces for community participation in municipal management.</i>		
1. Identify characteristics, operational forms of institutional spaces for citizen participation in municipalities of Caquetá, Putumayo	Definition of priority institutional spaces for strengthening municipal capacity to attend local needs	Done in the context of SIF projects. Mayors, municipal representatives participated in <i>mesas de concertación</i> for selection, <i>veedurías</i> for oversight
2. Assistance to municipalities in strengthening citizen participation within CPT and CMDR, as mechanisms for citizen monitoring of MDP implementation	Greater empowerment of local communities, citizenry in monitoring public administration, resource use	Training provided to CPT, CMDR, in 8 municipalities in Caquetá 5 <i>conversatorios</i> held in Florencia and Bogotá on citizen participation in municipal management in conflict areas Workshops for members of CTPs and CMDRs in 6 municipalities in Caquetá (Belén de los Andaquíes, El Doncello, El Paujil, Florencia, Solano, Solita)
3. Technical assistance to municipal councils to fulfill their role of political control, articulation of MDP with budget	Greater capacity of community political representatives for oversight of municipal administration	Not done. (Because of the time limitations of DLGPI, this activity could not be undertaken within the 20 months of the Task Order. It is being completed under a grant with FENACON as part of Phase II.)

D. Social Infrastructure Fund Component

Objective: Investment in social infrastructure in selected municipalities increased in accordance with priorities established by the citizenry.

Table D.1 demonstrates the highly successful SIF component under DLGPI. ARD completed 66 projects providing social or economic infrastructure to communities in 27 municipalities for a total cost of US\$ 2,065,259, of which the USAID/ARD contribution was US\$ 1,332,788, and counterpart contributions were US\$ 732,471. There was not a single instance of misuse of funds.

Indicator	Target	Results
Number of SIF projects resulting from participatory strategic planning completed.	15-20 projects	66 projects

Community participation, transparency and linkages with municipal strengthening were incorporated into SIF projects from the beginning. As reported in the citizen participation section above, *mesas de concertación* were conducted in all 27 municipalities (14 in Caquetá; 13 in Putumayo). These *mesas de concertación* established the priorities used in funding the SIF projects. In addition, *comités operativos* and *veedurías* also provided spaces for citizen participation and transparency in the implementation of these projects. ARD attributes the results of this component to its carefully constructed system of citizen involvement in all stages of project selection, implementation, and oversight with clear accountability rules.

Municipal offices were also fully on-board from the planning through the implementation stages, thus providing them opportunities to promote development, in conjunction with their constituents, in their corresponding municipalities.

Annex 5 presents the SIF projects implemented by department and municipality with implementers, costs, counterpart contributions, and analysis of beneficiaries and impact.

Table D.2 shows activities, tasks, products, and achievements in the SIF component, according to the work plan. ARD more than complied with its Work Plan requirements in the development of the methodology for SIF projects, as well as the identification, selection, coordination, implementation, and evaluation of the 66 projects.

Task	Products	Achievements
<i>Activity 4.1 Fund small projects of local initiative given priority in quick-start phase.</i>		
1. Develop the methodology, administrative and financial procedures for programming, implementing the projects in coordination with municipalities, local community beneficiaries	Internal ARD manual agreed upon with USAID	Detailed manual completed in May 2001; updated, improved in February 2002
2. Identify, integrate into program a network of NGOs, professionals, other cooperating agencies capable of evaluating, implementing, monitoring SIF projects	Information, partner resources available to facilitate decision-making, assume implementation of SIF projects	Done as planned. Most SIF projects evaluated or implemented by members of this network in both Caquetá and Putumayo
3. Define the project selection criteria for projects to be implemented under SIF and organizations, experts to assume their implementation	Methodology that will make possible prioritization of local initiatives and also respond to DLGPI objectives for strengthening local democracy	Completed as planned, and incorporated into the manual of procedures mentioned above
4. Technical assistance to ensure adequate design of projects capable of being funded	Projects adapted to DPIN standards, methodology	Completed as planned, and in accordance with SIF manual in all 66 SIF projects
5. Review of projects to be funded by USAID/ ARD Project Committee, and Project Advisory Committee	Approval by USAID/Colombia of SIF projects to be funded	Done systematically. PAC ceased to meet after presentation of work plan and first round of SIF projects; Presidential Office for Civil Coexistence and Security served as liaison with other GoC agencies
6. Funding of socioeconomic projects with local and subregional impact	Projects implemented with citizen participation	66 SIF projects funded and completed (36 in Putumayo, 30 in Caquetá)
7. Design and implement monitoring system for project supervision	Good information on the evolution of each SIF project, support of DLGPI results	Completed, incorporated into SIF manual; <i>comités operativos, veedurías</i> met regularly to monitor progress, use of resources for each project
8. Evaluate the procedures, results of project implementation	A methodology for evaluation of compliance with DLGPI objectives	Done in accordance with SIF operations manual
9. Dissemination of results of the experience	A document that can be used in the follow-on stage and by other agencies	Various reports available

The following figures provide information on the types of projects completed by sector as well as the financial contributions and the beneficiaries of the SIF projects implemented under DLGPI.

Figure D.1 shows the 66 SIF projects completed under DLGPI in both Putumayo and Caquetá. Projects providing public services through the construction of water and sewage systems were the most common at 28%. These were followed by productive projects and those affecting education at 24% each. Education projects included construction, infrastructure improvements, expansion, or equipment of classrooms and schools. Sanitation, health, and culture-related infrastructure projects, totaling 24%, often involved the construction of health centers, sanitary installations, and septic systems.

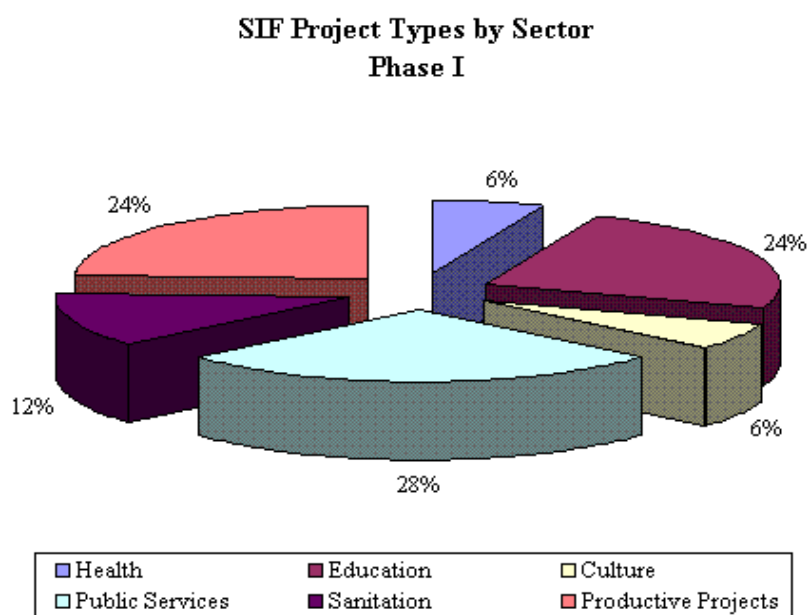


Figure D.1: SIF Project Types by Sector

Figure D.2 illustrates the financial contributions of the various collaborating partners for the 66 SIF projects completed during DLGPI. The total project costs were US\$ 2,065,259. Of this total, ARD provided 65 %, while 35% was provided by municipalities (20%), communities (11%), the national government (1%), and other sources (3%). In dollar figures, ARD, contributed US\$ 1,332,788, while DLGPI partners provided US\$ 732,471.

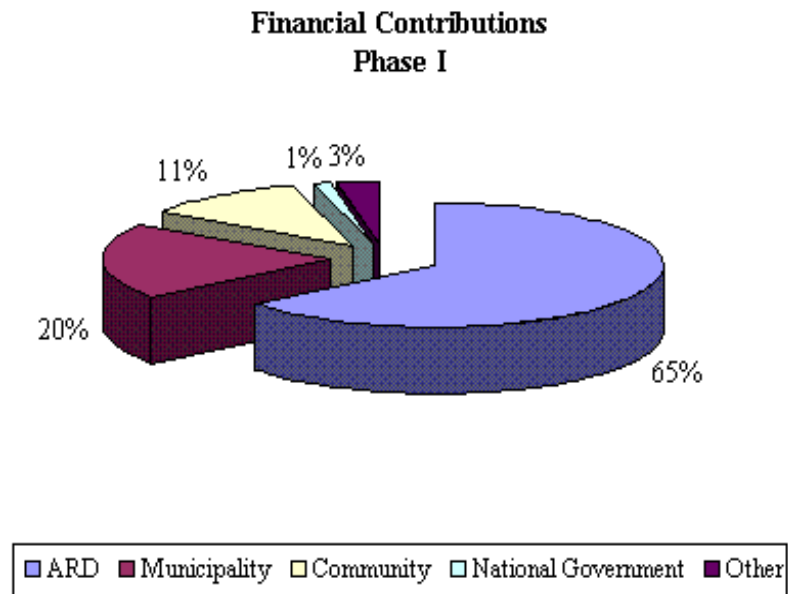


Figure D.2: Financial Contributions

As for the total beneficiaries – 64,124 people – revealed in **Figure D.3**, nearly half, or 47%, were women, 24% were indigenous, 17% were internally displaced persons, and 12% were Afro-Colombians. Both Caquetá and Putumayo are considered “departing points” for internally displaced persons and have low percentages of Afro-Colombian population; thus the number of beneficiaries that correspond to these vulnerable population types may seem low.

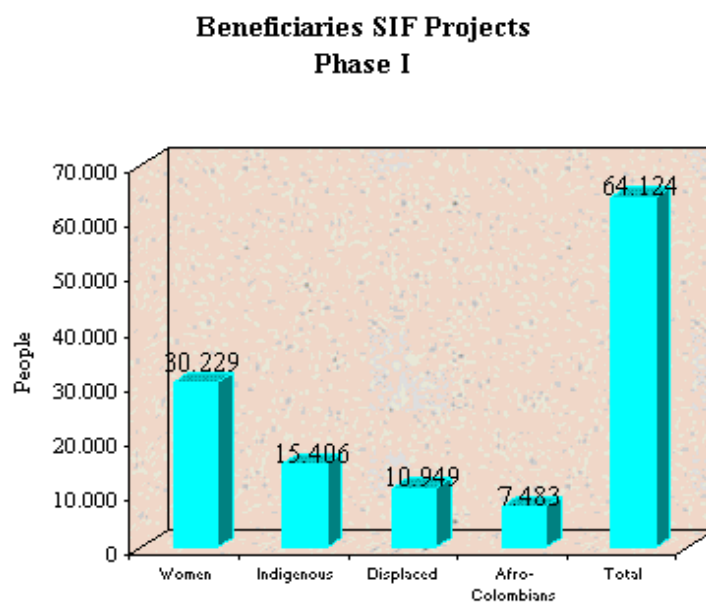


Figure D.3 Total Beneficiaries

E. Transparency and Accountability Component

Objective: Municipal budgeting, finance, and contracting conducted in a more open manner such that demands for transparency and accountability are met through public information measures.

Table E.1 demonstrates how program targets in the transparency and accountability component compare with the results. In terms of citizens using oversight mechanisms, DLGPI far surpassed its target through the use of *veedurías* in the SIF projects. Plans to test municipal internal control systems, developed by Casals, were to be postponed until that national-level program and its GoC counterparts could agree upon methodologies and procedures. Unfortunately, these methodologies and procedures were not established until after the Task Order for DLGPI was completed; therefore, no activities could be undertaken, as originally planned, in the development of internal control systems for municipalities.

Indicator	Target	Results
Increase in the use of citizen oversight mechanisms audits in targeted municipalities	10	66 communities in 27 municipalities
Internal control system developed for municipalities	5	0

This component of DLGPI activity was carried out principally under a purchase order with the University of the Andes and in close coordination with the USAID Anti-Corruption Activity, for which the IC is Casals and Associates. The University of the Andes first provided the consultant Nubia Urueña and later Cesar Caballero, working within the ARD Bogotá office, to provide technical assistance and training directly to target municipalities, including municipal officials and citizens.

In summary, there were three principal areas of activity in this component. First, the SIF projects were used as a vehicle for the organization, training, and monitoring of citizen oversight, through the use of *veedurías*. DLGPI created *veedurías* for each of the 66 SIF projects and trained all their members. Included in these trainings were representatives of the NGOs implementing USAID's Alternative Development (AD) Program. Second, DLGPI promoted and implemented transparency pacts in three key municipalities (Florencia, Mocoa, and Puerto Asís), with participatory follow-on monitoring. Finally, participatory budget exercises were undertaken in three municipalities (Belén de los Andaquíes, Puerto Asís, El Doncello).

The best results were in developing *veedurías* and training the participants. Similarly, transparency pacts and participatory budget experiences proved useful and were accepted by the mayors of the participating municipalities, who were enthusiastic about calling attention to their transparency and openness to citizen input to their political advantage. Additionally, the ARD staff contributed to the *Observatorio Social* in the department of Putumayo to call attention to unmet basic social needs, and to *conversatorios* on governance and alternative development in Florencia and Bogotá.

Table E.2 provides the details of activities, tasks, and achievements, according to the DLGPI Work Plan.

Task	Products	Achievements
<i>Activity 5.1 Promote social audits in SIF project definition, implementation, monitoring.</i>		
1. Disseminate information on project purpose, budget, contract, duration, etc., to facilitate work of social audits	Instruments in hands of the community to allow for project monitoring	Done in the context of <i>mesas de concertación</i> , <i>veedurías</i> , training program
2. Design, apply survey of satisfaction of direct, indirect project beneficiaries	Document describing methods for evaluation of processes, systematization of experiences	Completed as planned. Contracted FEDESARROLLO; surveyed 17 municipalities in Caquetá, Putumayo
3. Conduct workshop with GoC Dept. of Public Function to train, systematize methodology for citizen audits	A corps of trained citizen auditors in DLGPI areas	In joint effort with Casals, public function workshop held in Pasto, June 2001; Maloca, Ombudsman's Office replicated this in 13 Putumayo municipalities
4. Develop a system for reception, processing of citizen complaints about project implementation	Feedback for decision making by local authorities with citizen observations providing effective answers to needs	Completed as planned; incorporated into SIF project <i>comités operativos</i> , <i>veedurías</i> , in all 27 municipalities; transparency pact mechanisms for Florencia, Mocoa, Puerto Asís
Task	Products	Achievements
<i>Activity 5.2 Strengthening of accountability instruments for citizens, council members, municipal employees.</i>		
1. Conduct a needs assessment and survey of best practices to identify areas for incorporating transparency, accountability into other program activities	A clearer sense of the problem, options for addressing it in DLGPI municipalities	Conducted by University of the Andes in the context of citizen participation activities. Mechanisms identified
2. Develop and conduct a training program with appropriate didactic materials for fiscal control in municipalities	Greater capacity for exercising municipal fiscal control by citizens, councils, municipal employees	Workshops conducted on ethics of public function, recall Workshops on citizen oversight in all 13 municipalities in Putumayo and all 14 in Caquetá Workshops on accountability tools to municipal council members in one municipality (Florencia)
3. Evaluate, detect administrative procedures not needed, too complex, or that involve delays, and encourage improvements in them	More agile municipal administrative procedures adopted to attend direct popular demands	Done in the context of SIF projects, transparency pact mechanisms
<i>Activity 5.3 Strengthen municipal systems for internal control.</i>		
1. Develop in modular form, and apply an early warning system for detection of irregularities in one pilot municipality	A pilot experience in place based on municipal employees trained, responsible for its functioning	Applied in three municipalities: Florencia, Mocoa, Puerto Asís
<i>Activity 5.4 Dissemination of information for public awareness.</i>		
1. Conduct a public awareness campaign with lessons learned	Informed public better prepared for public functions	Done through flyers, public audiences, participatory budgets

F. Other Activity Areas

DLGPI implementation also included an assessment of municipal strengthening needs in eight departments for future USAID local governance programs in Colombia. **Table F.1** details activities, tasks, products, and achievements in this regard, according to the work plan.

Task	Products	Achievements
<i>Activity F.1 Conduct a comprehensive assessment of the needs of local governments and opportunities for strengthening them in 8 regions of Colombia affected by violence, drug trafficking.</i>		
1. Develop the conceptual framework, methodology for this assessment in the context of a permanent seminar	Classification of municipalities according to size, complexity, municipal administrative capability	Completed as planned under subcontract with FEDESARROLLO and offshore technical assistance
2. Field visits to conduct surveys and structured interviews in selected municipalities to capture information on training materials, assistance needs, opportunities for application of effective fiscal, financial, resource management skills	More detailed information on municipal strengthening needs, opportunities	Completed as planned under subcontract with FEDESARROLLO and supervision by offshore technical assistance
3. Evaluate the focuses, contexts, capabilities of public, private entities with responsibility for technical assistance and training of municipal employees in this area	Report on different alternatives of national and regional supply regarding attention to local administrative needs	Completed as planned under subcontract with FEDESARROLLO with supervision by Eduardo Fernández
4. Identification, classification, evaluation, of organizations devoted to institutional strengthening in Colombia	Recommendations regarding strengths, limitations, sustainability of these organizations over time	Completed as planned under subcontract with FEDESARROLLO and offshore technical assistance
5. Process and analyze the results	An understanding of the results and implications	Completed as planned by FEDESARROLLO, E. Fernández
6. Prepare a final report for this assessment	Detailed comprehensive report for use in designing next phase of DLGPI in eight departments of Colombia	Completed as planned under subcontract with FEDESARROLLO, supervision by offshore technical assistance

Sustainability

Activities undertaken in DLGPI demonstrate a capability for replication and sustainability over time. Technical assistance, training, and SIF projects were provided in the context of each of the program components. Projects were designed to ensure that criteria for sustainability were thoroughly integrated into all DLGPI activities. Thus, no activities were specifically designed to address this function separately and distinctly from those areas of activity. Rather, sustainability and potential for replication were critical considerations for decision making in each component, in support of the Sub-IRs. ARD believes that this was done effectively and that results from future democratic local governance programs in Putumayo and Caquetá will prove this.

Projects by Municipality

Following are a list of technical assistance, training, and SIF projects carried out in each municipality in both Putumayo and Caquetá, as well as the component to which they were related. (See Annexes 3, 4, and 5 for more detailed information on project implementers, beneficiaries, and financial contributions in regards to technical assistance, training, and SIF projects, respectively.)

PUTUMAYO

Municipality	Technical Assistance		Training		SIF Project (Comp. 3)	
	Activity	Comp. ²	Activity	Comp.	PO No.	Type
Colón	Strengthening of municipal tax administration and improvement of local information systems	2	Workshop on best practices for local management	2	018-I	Construction of veterinary center for cattle and small animals
	Strengthening of the Land Use Plan for the Siboundoy Valley	2	Workshop for citizen multipliers on public management oversight	1, 4	056-I	Construction of community center
Mocoa	Transparency pact	4	Workshop on best practices for local management	2	013-I	Improvement of the sewage and water systems for barrios La Floresta and La Loma
	Strengthening of municipal tax administration and improvement of local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	070-I	Construction of San Agustín Business Development Center (first stage)
			Workshop on accountability tools to city council members and municipal civil servants	2, 4		
Orito			Workshop on best practices for local management	2	061-I	Construction of health center in vereda Alto Corazón
			Workshop for citizen multipliers on public management oversight	1, 4	062-I	Construction of rural school in vereda Bella Vista

² Comp. = Component. This refers to the four program components of DLGPI.

Municipality	Technical Assistance		Training		SIF Project (Comp. 3)	
	Activity	Comp. ²	Activity	Comp.	PO No.	Type
Puerto Asís	Transparency pact	4	Workshop on best practices for local management	2	012-I	Construction of water system in vereda Alta Lorenzo
Puerto Asís (cont'd)	Support to urban cadastre upgrade	2	Workshop for citizen multipliers on public management oversight	1, 4	047-I	Equipping school
	Strengthening of municipal tax administration and improvement of local information systems	2			057-I	Construction of two classrooms in a rural school in vereda La Carmelita
	Improvement of the POT	2			084-I	Construction of sewage system in barrio Simón Bolívar
Puerto Caicedo	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop on best practices for local management	2	041-I	Construction of a security fence around the school José Antonio Galán
			Workshop for citizen multipliers on public management oversight	1, 4	060-I	Construction of a bridge in vereda San Diego
Puerto Guzmán			Workshop on best practices for local management	2	026-I	Construction of two classrooms in rural school vereda El Silencio
			Workshop for citizen multipliers on public management oversight	1, 4	027-I	Construction of two classrooms in rural school at vereda El Cedro
					065-I	Construction of two classrooms in rural school at vereda El Bututo
					066-I	Construction of two classrooms in the Instituto Amazónico
Puerto Leguízamo	Improvements to the POT	2	Workshop on best practices for local management	2	016-I	Acquisition and installation of pumps and pipe for municipal water system
			Workshop for citizen multipliers on public management oversight	1, 4	052-I	Remodeling of the basketball / soccer court, El Maracaná
					071-I	Acquisition of floating barge to supply water for municipal aqueduct

Municipality	Technical Assistance		Training		SIF Project (Comp. 3)	
	Activity	Comp. ²	Activity	Comp.	PO No.	Type
San Francisco	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	015-I	Construction and equipping of artisans' center in vereda San Antonio
					054-I	Construction and equipping of cafeteria in the school Almirante Padilla
San Francisco (cont'd)	Strengthening of the POT for the Siboundoy Valley	2			083-I	Improvement of the water system serving the municipality
San Miguel			Workshop for citizen multipliers on public management oversight	1, 4	047-I	Equipping school
					053-I	Construction of a covered basketball / soccer court in barrio Nuevo Puerto Colón
					074-I	Construction of water and sewage system in barrio Nuevo Puerto Colón
Santiago	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	029-I	Developing and equipping of three small businesses (laundry, blackberry processing and paper recycling)
	Strengthening of the POT for the Siboundoy Valley	2				
Sibundoy	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	028-I	Production and marketing of cuy, vegetables and organic fertilizer
	Strengthening of the POT for the Siboundoy Valley	2			058-I	Construction of restrooms in school Pablo VI
					059-I	Refurbishment of classrooms for equipment storage for six rural schools

Valle del Guamez	Strengthening of municipal tax administration and improvement of local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	017-I	Construction of school cafeteria in Las Vegas
					047-I	Equipping schools
					063-I	Construction of water system and acquisition of water pump for vereda La Palestina
					064-I	Construction of water system and acquisition of water pump for vereda La Maravilla
Villagarzón	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	014-I	Construction of two classrooms and expansion of restrooms in rural school Juliana del Guineo
Villagarzón (cont'd)					067-I	Repairing treatment plant and upgrading water system for veredas El Porvenir, Canguchu and Cafetelina
068-I					Construction of sewage treatment plant and collection system in Puerto Umbría	
Putumayo – wide Projects	Evaluation of the Land Use Plans	2	Workshop on oversight and project management for Maloca	2, 4	072-I	Equipping of 107 community homes for children in 13 municipalities
	Assessment on the state of citizen participation	1				
	Social observatory on human development	2				
	Needs assessment and creation of technical assistance portfolio for municipal development	2				
	Implementation and administration of DLGP under purchase order with Maloca	All				
	Implementation of the transparency component under sub-contract with the Universidad de los Andes	1, 4				
	Monitoring and evaluation system developed by FEDESARROLLO	All				

CAQUETÁ

Municipality	Technical Assistance		Training		SIF Project	
	Activity	Sub IR	Activity	Sub IR	PO No.	Type
Albania	Support to the formulation of the POT	2	Workshop for citizen multipliers on public management oversight	1, 4	023-I	Extension of electricity to 55 homes
					038-I	Construction of retaining wall for the Fragua River in vereda Berlin
Albania (cont'd)					044-I	Improvement of infrastructure for the production of brown sugar in veredas Delicias, San Isidro and Carmen Balata
Belén de los Andaquíes	Support to the formulation of the POT	2	Workshop for citizen multipliers on public management oversight	1, 4	009-I	Development of small freshwater fish farm
			Workshop for members of CTP and CMDR	1	046-I	Construction of sewage system barrio Santa Teresa
Curillo	Support to the formulation of the POT	2	Workshop for citizen multipliers on public management oversight	1, 4	049-I	Repair of holding tank and extension of water system for barrios El Convenio and Villa Inés
El Doncello	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	003-I	Improvement of production and quality of organic Amazon coffee, protection of watersheds in coffee region
	Support to the formulation of the POT	2	Workshop for members of CTP and CMDR	1	040-I	Construction of 32 showers / toilets and septic system in the urban area
					088-I	Construction of sewage system in vereda Belén

Municipality	Technical Assistance		Training		SIF Project	
	Activity	Sub IR	Activity	Sub IR	PO No.	Type
El Paujil	Support to the formulation of the POT	2	Workshop for citizen multipliers on public management oversight	1, 4	037-I	Improvement of community homes for children
			Workshop for members of CTP and CMDR	1	087-I	Construction of sewage system in barrio El Divino Niño
Florencia	Transparency pact	4	Workshop for citizen multipliers on public management oversight	1, 4	002-I	Improvement of production and quality of organic Amazon coffee, protection of watersheds in coffee region
Florencia (cont'd)	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for members of CTP and CMDR	1	048-I	Housing improvements for displaced families
			Workshop on accountability tools to city council members and municipal civil servants	2, 4	086-I	Construction of a box culvert sewage system in barrio Brisas Bajas
La Montañita			Workshop for citizen multipliers on public management oversight	1, 4	005-I	Improvement of production and quality of organic Amazon coffee, protection of watersheds in coffee region
					039-I	Housing improvements in barrio La Montañita
Milán			Workshop for citizen multipliers on public management oversight	1, 4	010-I	Development of community poultry farm for women heads of households
					033-I	Construction and equipping of health center in indigenous reservation Agua Negra
Morelia			Workshop for citizen multipliers on public management oversight	1, 4	019-I	Development of freshwater fish farms

Municipality	Technical Assistance		Training		SIF Project	
	Activity	Sub IR	Activity	Sub IR	PO No.	Type
					035-I	Construction and equipping of processing plant for natural rubber
Puerto Rico	Strengthening of municipal tax administration and improvement of the local information systems	2	Workshop for citizen multipliers on public management oversight	1, 4	004-I	Improvement of production and quality of organic Amazon coffee, protection of watersheds in coffee region
	Support to the formulation of the POT	2				
San José del Fragua	Support to urban cadastre upgrade	2	Workshop for citizen multipliers on public management oversight	1, 4	024-I	Construction of sewage system for barrios of Buenos Aires and El Jardín
San José del Fragua (cont'd)	Strengthening of municipal tax administration and improvement of the local information systems	2			036-I	Construction of 13 shower / toilets, septic system and elevated water tank for a rural school
	Support to urban cadastre upgrade	2				
	Support to the formulation of the POT	2				
Solano			Workshop for citizen multipliers on public management oversight	1, 4	022-I	Development of community poultry farm and vegetable garden for women heads of households
			Workshop for members of CTP and CMDR	1	050-I	Remodeling and upgrade of three schools in four veredas: La Independencia, Cristalina, Vergel and Sevilla
Solita	Support to the formulation of the POT	2	Workshop for citizen multipliers on public management oversight	1, 4	025-I	Remodeling of processing facility for natural rubber
			Workshop for members of CTP and CMDR	1	034-I	Construction of sewage system plant and collection in vereda Argelia

Municipality	Technical Assistance		Training		SIF Project	
	Activity	Sub IR	Activity	Sub IR	PO No.	Type
Valparaíso	Support to the formulation of the POT	2	Workshop for citizen multipliers on public management oversight	1, 4	020-I	Development of community poultry farm and vegetable garden for women heads of households
					051-I	Remodeling, expansion and equipping of home for elderly and disabled in barrio Divino Niño
Caquetá – wide Projects	Support to the formulation of the DDP	2	Workshop on oversight and project management for FUNDAMAZ	1		
	Needs assessment and creation of technical assistance portfolio for municipal development	2				
	Implementation and administration of DLGP under purchase order with FUNDAMAZ	All				
Caquetá – wide Projects (cont'd)	Implementation of the transparency component under sub-contract with the Universidad de los Andes	4				
	Monitoring and evaluation system developed by FEDESARROLLO	All				

Coordination with other USAID Programs

In addition to its strategic linkages with USAID/Colombia's Democracy Programs, DLGPI also had technical and programmatic linkages with other USAID/Colombia activities that are operating at the municipal level. For example:

- The USAID/Colombia Anti-Corruption Project (AC), for which the IC is Casals and Associates, developed models for transparent financial management in municipal governments, as well as for the national government and other territorial entities. These models were tested in DLGPI areas of activity. DLGPI also co-sponsored with AC training exercises for social auditors and activities with mayors of Putumayo and Caquetá to commit themselves publicly to transparency in municipal administration through transparency pacts. In this context, DLGPI held a series of participatory budget exercises in selected municipalities of Caquetá and Putumayo. Coordination between the two programs was close and mutually productive.
- The Alternative Development (AD) program, under the IC Chemonics, provided support for basic infrastructure development on a larger scale than DLGPI. Most of these projects are related to agricultural or other forms of rural economic development or provide infrastructure related to developing markets for rural products. The AD program only towards the end of DLGPI began to undertake small-scale community infrastructure projects to provide basic public services. Chemonics operated in 9 of the 13 municipalities of Putumayo and had a minimal presence in Caquetá. DLGPI complemented the AD program in critical areas where both programs operated. DLGPI also provided an entry for USAID in the Sibundoy Valley (four municipalities of Putumayo) and Caquetá, where AD was not present.
- The Human Rights Program was developing a network of local ombudsmen to work at the municipal level. The IC for this program is Management Sciences for Development (MSD). Coordination between MSD and DLGPI included mutual exchanges of information, and efforts on the part of both programs, to ensure that democracy and human rights concerns and efforts to strengthen democratic institutions were addressed in a complementary manner. DLGPI coordinated several activities with the Ombudsman's office in Putumayo.
- The Administration of Justice Program, under the IC Checchi, includes *casas de justicia* that provide legal aid services at the community level. DLGPI interventions that promote citizen participation in decision-making on the local level and small-scale socioeconomic infrastructure were being coordinated with this project in a mutually reinforcing manner.
- The USAID/Colombia Program in support of internally displaced persons (IDPs) also functions in Putumayo and Caquetá through a number of grantees, the most prominent being the International Organization for Migration (IOM). DLGPI defined the involvement and attention to displaced persons as a key criterion in its participation strategy, and a number of the SIF projects provided attention to IDPs in coordination

with the local mayors and communities in both Caquetá and Putumayo. ARD collaborated with IOM on a water system in the municipality of Puerto Asís in Putumayo.

- The GoC's Peace Investment Fund (FIP), with USAID and other donor support, was financing development activities on a relatively large scale in DLGPI areas. DLGPI closely coordinated with FIP through information exchange on priorities. This ensured that the two programs were mutually reinforcing and identified and acted upon opportunities for complementary investment in social infrastructure. DLGPI, in coordination with the Presidency, assumed some initiatives for SIF support that were originally presented to the FIP.

Problems Encountered

- As anticipated, continuing violence and drug trafficking in DLGPI areas made for uncertainties and occasioned some cancellations and postponements of DLGPI activities. Often, roads were blocked, thus delaying the transport of materials and the organization of meetings among the various project committees.
- Five mayors in municipalities where DLGPI operated were assassinated in a one-year period between August 2001 and June 2002, creating obstacles for completion of agreements under MOUs. For example, DLGPI could not continue in the municipality of Cartagena de Chaira in Caquetá after the mayor was killed.
- The Fundación Social, a principal subcontractor for the program, withdrew at the onset of DLGPI, forcing a realignment of staff and reprogramming of citizen participation activities.
- There were several bureaucratic delays in startup activities, including difficulties in obtaining a resident visa for the Chief of Party and consequent delays in legalizing ARD's presence in Colombia with capacity for signing contracts.
- For political protocol reasons, the USAID Mission Director requested a postponement of initial workshops with mayors in Putumayo.
- There was a brief delay in getting the Field Coordinator for Putumayo and cooperating partner on board, as a result of different internal criteria and difficulties in identifying suitable candidates.
- Maloca had to be dropped as the cooperating partner in Putumayo before the two no-cost extensions because representatives from the organization were not able to travel safely throughout the department and its project costs increased significantly after its contract with Chemonics.

Lessons Learned

A. Program Design

- Local community members, even those having limited formal education, are capable and often enthusiastic volunteer participants in committees to oversee community development activities when they feel they have a stake in them and a role in planning, decision making, monitoring, and evaluation of the programs. They should be incorporated into project design from the start.
- Locally based NGOs, producers' organizations, small enterprises, and other civil society organizations have unexpected capability and enthusiasm for roles in the implementation of activities that affect them. They need training, technical assistance, financial support, and trust, as well as backstopping, in order to do so. This must be contemplated in project design.
- Advanced participatory mechanisms and training in facilitating meetings and inter-institutional relationships are important to the success of program implementation.
- Citizen participation is a complex process. Constitutionally and legally instituted instances for citizen participation do not necessarily reflect the needs and cultural preferences of traditionally excluded sectors of the population. Effective implementation of citizen participation processes necessarily involves the organizations of the people themselves. Thus, more work needs to be planned and done to help consolidate and involve CSOs that originate with the local citizens and are not imposed upon them from centralized instances of government.
- Land use planning is essential as a starting point for sustainable development activities in both urban and rural areas. It must involve compliance with local, national, and USAID environmental regulations. It provides a useful forum for involving citizens in participation mechanisms that can be applied to other kinds of program activities. Citizen concerns over land use issues are among the strongest of any found in local governance.
- Municipal strengthening is also a complex process and needs to involve citizen participation, not just mayors' shopping lists. Training and technical assistance needs must be carefully analyzed and incorporated into project design. Mechanical surveys and quantitative analyses are not enough. Citizen input is critical to sound planning for improved management and administration of their local governments.
- Municipal associations can play a role in facilitating local governance activities.
- Much training and transparent explanation regarding USAID and other donor rules and regulations is necessary if locally based implementers are going to be successful and avoid pitfalls. It is essential to be clear and concrete about program objectives,

available resources, and limitations on their use, otherwise accountability problems can be anticipated.

- The best training is on-the-ground experience with the necessary technical assistance available at appropriate times. Technical assistance contributions can be multiplied via local NGOs, universities, or other technical support on a larger scale.
- Citizen oversight and participatory budget processes are useful tools for involving citizen participation. They should be planned together with citizen participation interventions, not as a separate component.
- Social infrastructure investment is critical and effective as a vehicle to facilitate citizen participation, transparency, and municipal administration strengthening.

B. Program Implementation

- Implementation of a program to further local democracy and good governance is possible even under conditions of intense violence and drug trafficking.
- Reliable local cooperating partners are very useful providers of up-to-date security information necessary for day-to-day program planning.
- Transparency in the presentation of program goals and objectives is essential to gaining the confidence of local partners. Clear, transparent rules about program objectives, strategy, and limitations can help prevent frustrated expectations.
- Honest mayors and other local public officials welcome transparency measures as political tools or letters of recommendation. Resistance to them may be an indication of an alternative agenda.
- Applying national programs for internal controls on the municipal level takes time and patience, but is necessary to ensure transparency.
- Careful, persistent monitoring of projects in the field is key to successful implementation.
- A comprehensive, but clear, and simple performance monitoring plan needs to be developed in close coordination with USAID and local partners early in project implementation.
- Careful orientation, monitoring, and backstopping of the implementation of grants, purchase orders, and subcontracts in the field can successfully avoid problems of accountability and/or potential misuse of funds or non-compliance with USAID regulations.

- Regular coordination with GoC, other USAID programs and other donors, especially those operating in the same geographical areas, is essential to avoid parallel or duplicative efforts and to encourage synergies among the programs. However, future local governance programs should be free to act following due coordination, without bureaucratic restrictions on program implementation from GoC agencies.

C. Program Management

- Team-building exercises are very useful in consolidating a common vision as well as clear team dynamics.
- Weekly team meetings to make and share program decisions are very important mechanisms for the orientation of program implementation.
- Regular, systematic coordination meetings with the USAID/SO1 Team, and with GoC partner organizations are essential to ensure program coherence and avoid surprises.
- Reporting requirements need to be streamlined and made more efficient. ARD's monthly reports to USAID should be designed to provide the information the CTO needs for internal USAID reporting and timed to coincide with that process.
- Key personnel security within Bogotá requires access to an appropriate vehicle at all times. Even though public transportation is abundant and inexpensive, it is not safe.

Expenditures

CONTRACT N°. AEP-00-00-00016 – Task Order N° 01

As of 8/31/2002

US \$

Category	Contract Budget	Total Expenditures as of 8/31/02
Labor		
US	528,340	513,965
Local	598,006	464,789
Subtotal	1,126,346	978,754
Travel and per diem	235,956	163,250
Equipment	70,225	53,826
Allowances	83,160	83,703
Other Direct Costs	104,014	281,597
Subcontracts & SIFs	1,500,000	1,501,026
G&A	100,291	105,080
MHO	76,853	74,132
TOTALS	3,296,845	3,241,368

Technical Assistance Provided

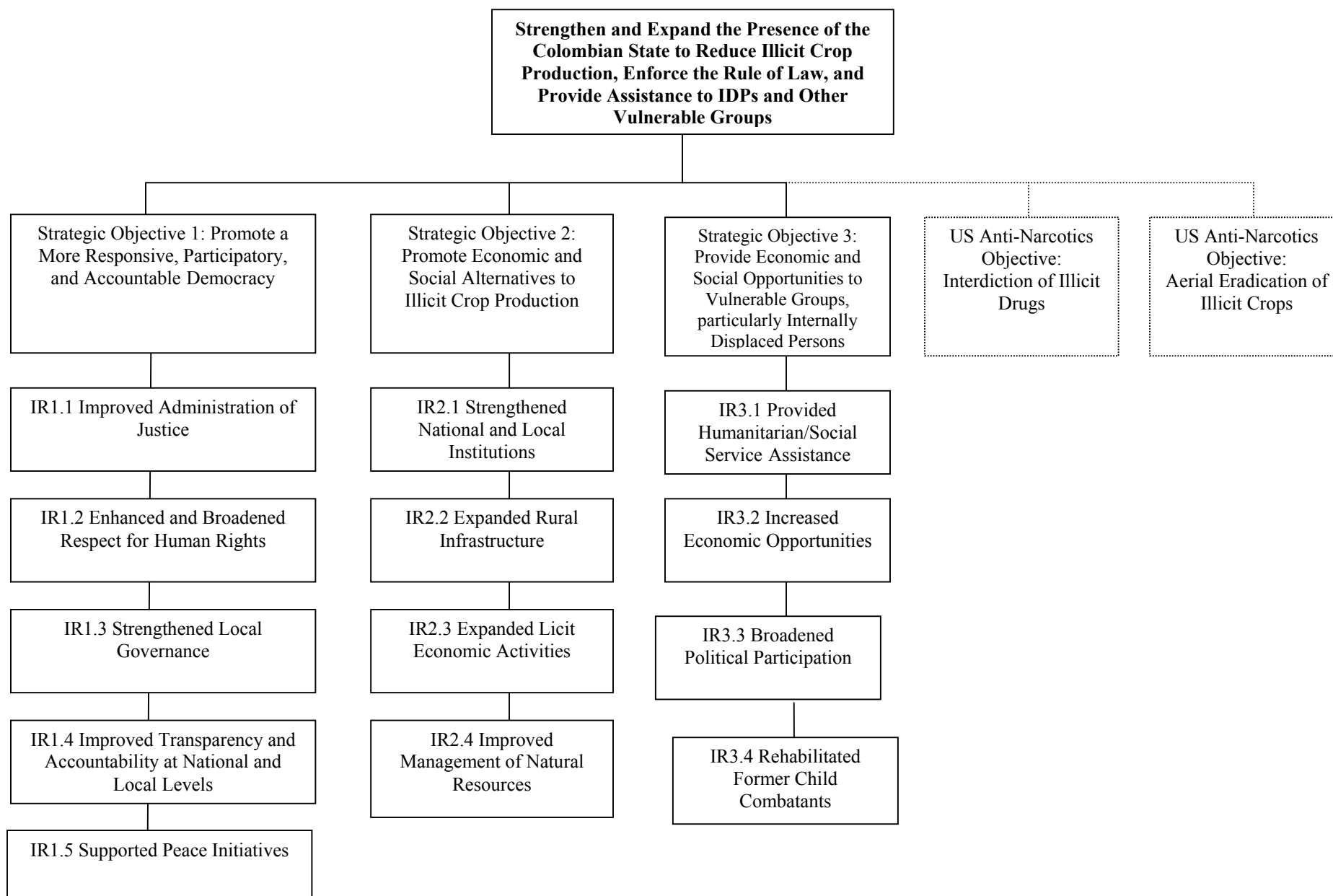
Budgeted

\$549,516.00

Actual

\$339,453.00

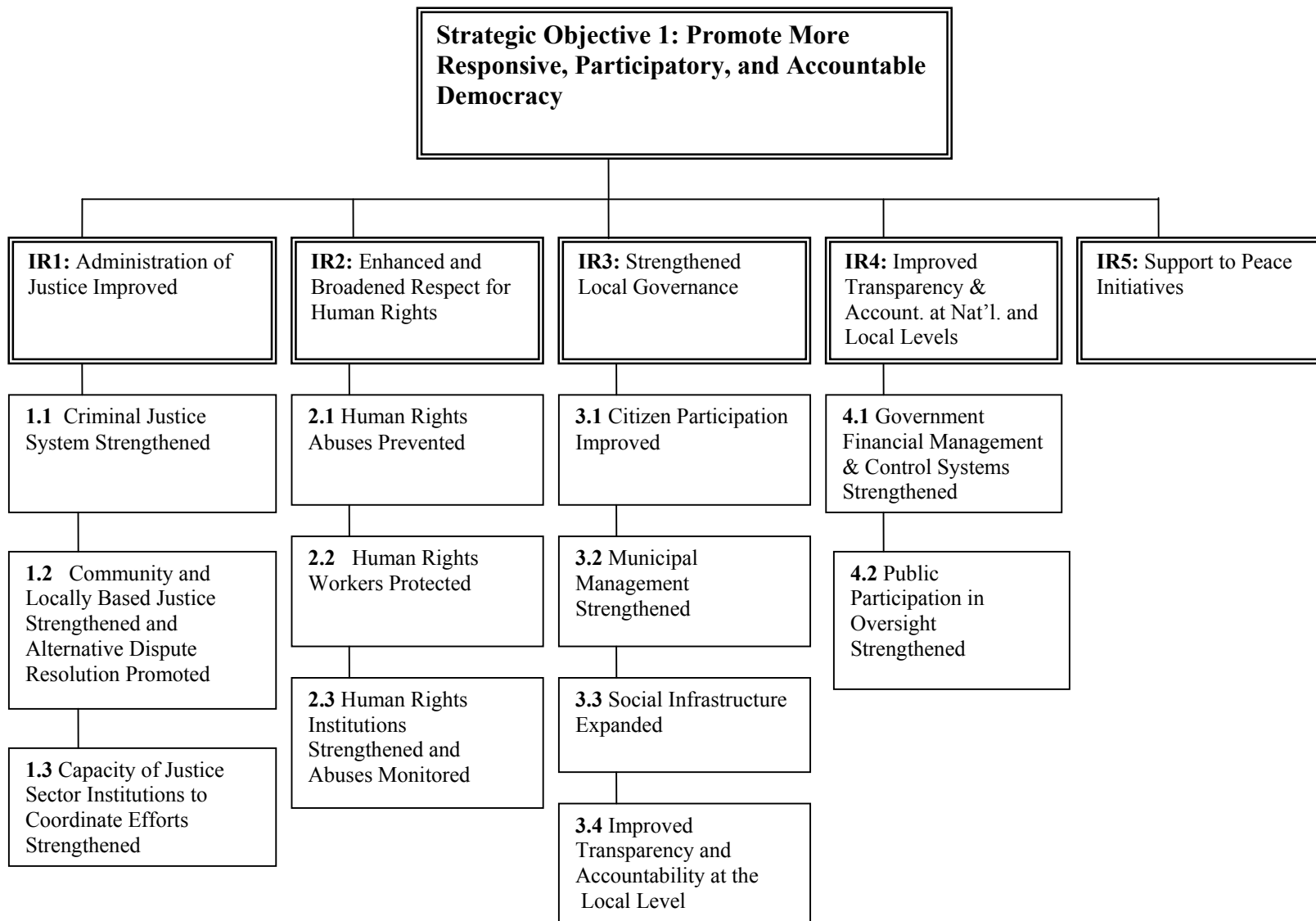
ANNEX 1: MISSION STRATEGIC FRAMEWORK



ANNEX 1: MISSION STRATEGIC FRAMEWORK



ANNEX 2: STRATEGIC FRAMEWORK SO1



ANNEX 2: STRATEGIC FRAMEWORK SO1



ANNEX 3: DLGPI Technical Assistance Projects

No.	Organization	PO No.	Description	Component	Dates of Implementation	Person Responsible at ARD	Work Products	Beneficiary Area (Dept and Muni)	Total Cost (Dollars)	Total Cost (Pesos)	ARD Contribution			Counterpart		
											Dollars	Pesos	%	Dollars	Pesos	%
1. PURCHASE ORDERS																
1	FEDESARROLLO (Juan Gonzalo Zapata and Adriana González)	001	Needs assessment and creation of technical assistance portfolio for municipal development	Municipal Strengthening	05-07-01 to 07-21-01	Ariel Cifuentes	1. Needs assesment on technical assistance and training for institutional strengthening in the target municipalities. 2. Technical assistance portfolio for institutional strength within PFDL.	Dept: Putumayo, Caquetá	30,000	69,000,000	30,000	69,000,000	100	0	0	0
2	MALOCA (Claudia Bonilla, Adriana Bonilla, Anny Vallejo, and Miguel Angel Suárez)	007	Implementation and administration of DLGP for Putumayo.	Municipal Strengthening/ Citizen Participation	08-11-01 to 08-01-02	Arturo Rodríguez	1. Citizen participation assesment in 4 municipalities in Putumayo; Colón, San Francisco, Santiago y Sibundoy. 2. Support reformulation of projects aproved by USAID/ARD Committee, follow-up, and evaluation of financed projects; identify new projects. 3. Train beneficiary population in project management and social audits. 4. Socio-cultural identification of beneficiary population. Training programs designed and implemented with Municipal Councils, CMDRs, and CTPs. 5. Strengthening program to promote citizen participation with vulnerable groups (indigenous, Afrocolombians, women, displaced people). Weekly reports through email about activities practiced. 6. Final report upon completion of contract describing strengths and obstacles in accomplishing objectives, as well as proposals for future work.	Dept: Putumayo	11,235	25,840,000	11,235	25,840,000	100	0	0	0
3	FUNDAMAZ (Wilson Gaitán and Hermin Muñoz)	008	Implementation and administration of DLGP for Caquetá.	Citizen Participation	28-07-01 to 28-09-01	Ricardo Hurtado	1. Citizen participation assesment in Florencia, Puerto Rico, La Montañita, El Paujil, El Doncello, Albania, Belén de los Andaquiles, Milán, Valparaíso, Curillo y Solita, where projects will be implemented in the following 4 months. List of social organizations. 2. Support reformulation of projects aproved by USAID/ARD Committee and coordinated by the Ministry of Interior in Cartagena del Chairá, Solano, Curillo, San José del Fragua, and Morelia. 3. Train beneficiary population in project management and social audits according to plan developed by ARD Colombia. 4. Socio-cultural identification of beneficiary population. 5. Final report with results and recommendations.	Dept: Caquetá	6,652	15,300,740	6,652	15,300,740	100	0	100	0
4	FEDESARROLLO (Martha Luz Henao)	011	Monitoring and evaluation system	All	07-15-01 to 28-03-02	Ariel Cifuentes	1. Indicator table to implement monitoring system. 2. Monitoring plan that includes methodology, tools to gather information, and the proposed schedule. 3. Gathering and analysis exercise report.	Dept: Putumayo, Caquetá	13,000	29,900,000	13,000	29,900,000	100	0	0	0
5	IGAC Nariño	030	Support cadastre update in Puerto Asís	Municipal Strengthening	05-09-01 to 27-12-01	Yesid Sandoval	1. Aerial photos. 2. Topographic adjustments of city blocks. 3. Thematic mapping for public services, roads, and land use. 4. Urban cadastre maps on a 1:500 scale. 5. Urban nomenclature. 6. Guides to update municipal POT.	Dept: Putumayo Muni: Puerto Asís	32,609	75,000,000	15,217	35,000,000	47	17,391	40,000,000	53
6	IGAC Caquetá	031	Support cadastre update in San José del Fragua	Municipal Strengthening	17-09-01 to 31-01-02	Yesid Sandoval	1. Purchase of digital maps of urban zone of San José del Fragua.	Dept: Caquetá Muni: San José del Fragua	25,870	59,500,000	15,217	35,000,000	59	10,652	24,500,000	41
7	FUNDAMAZ (Wilson Gaitán and Hermin Muñoz)	032	Implementation and administration of DLGP for Caquetá.	Citizen Participation	01-09-01 to 01-01-02	Ricardo Hurtado	1. Citizen participation assesment in Florencia, Puerto Rico, La Montañita, El Paujil, El Doncello, Albania, Belén de los Andaquiles, Milán, Valparaíso, Curillo y Solita, where projects will be implemented in the following 4 months. List of social organizations. 2. Support reformulation of projects aproved by USAID/ARD Committee and coordinated by the Ministry of Interior in Cartagena del Chairá, Solano, Curillo, San José del Fragua, and Morelia. 3. Train beneficiary population in project management and social audits according to plan developed by ARD Colombia. 4. Socio-cultural identification of beneficiary population. 5. Final report with results and recommendations.	Dept: Caquetá	18,786	43,208,000	18,786	43,208,000	100	0	100	0
8	UNIVERSIDAD DE LOS ANDES (Nubia Urueña and César Caballero)	042	Transparency component in public management in DLGP	Municipal Strengthening / Transparency	01-09-01 to 31-12-01	Thomas Moore	1. Propose an expert on the transparency component of DLGP and its relation to national institutions and USAID contractors like Casals. 2. Train Maloca and Fundamaz on citizen oversight.	Dept: Caquetá, Putumayo	20,885	48,035,500	20,885	48,035,500	100	0	0	0
9	FUNDAMAZ (Sandra Luengas and Nicanor Moya)	043	Strengthening municipal tax administration and improvement of local information systems	Municipal Strengthening	06-11-01 to 17-04-02	Ariel Cifuentes	1. Workshops to help improve tools and procedures of property and industry and commerce taxes in municipalities of Putumayo and Caquetá selected by ARD. 2. Train tax administration staff in 13 municipalities to implement the tools and procedures offered by the consultant. 3. Support and control estimated during the implementation phase of the new tools and procedures. 4. Present the exercise in the Best Practices Seminary organized by ARD Colombia.	Dept: Caquetá Muni: Florencia, San José del Fragua, EL Doncello y Puerto Rico. Dept: Putumayo Muni: Mocoa, Villagarzón, Puerto Asís, Puerto Caicedo, La Horniga, Sibundoy, Santiago, San Francisco	13,043	30,000,000	13,043	30,000,000	100	0	0	0
10	FUNDACION CULTURAL DEL PUTUMAYO (Alexander Mejía Bustos)	075	Strengthening of the POT for the Sibundoy Valley based on complements, compatibilities, and validations to the general component scheme in the municipalities' POTs	Municipal Strengthening	12-02-01 to 08-30-02	Ana María Rojas, Yesid Sandoval, Ricardo Hurtado	1. POTs schemes in the municipalities of Sibundoy Valley (Colón, Santiago, San Francisco y Sibundoy) improved with municipal agreement projects ready to be presented to the Municipal Councils.	Dept: Putumayo Muni: San Francisco, Santiago, Sibundoy, Colón	21,674	49,850,000	21,674	49,850,000	100	0	0	0

11	CORPORACION ADA (Beatriz Elena Buitrago)	076	Strengthening of the POT in Puerto Leguizamo through improvement and support from the authorities in charge to the basic POT	Municipal Strengthening	12-29-01 to 08-30-02	Ana María Rojas, Yesid Sandoval, Carlos Iván Zuluaga	1. Basic POT for Puerto Leguizamo improved with its municipal agreement project, ready to be presented to the Municipal Council and to be approved by Corpoamazonia. 2. Report of the process.	Dept: Putumayo Muni: Puerto Leguizamo	39,837	91,624,500	16,326	37,550,000	41	23,511	54,074,500	59
12	FUNDACION ESAWA (Rosaiba González)	077	Workshop to members of CTP and CMDR in Caquetá	Citizen Participation	10-12-01 to 03-06-02	Ricardo Hurtado	1. Implement the results and adjustments designed according to objectives set in the TR in 6 municipalities (Flores, Solita, Paujil, Doncello, Solano y Belén de los Andaquíes). 2. Define and present one methodology with its respective operative mechanisms to let know and replicate the results and products in other municipalities in the country. 3. Present 6 Municipal Action Plans (long term) with implementation schedules for evaluation and follow-up, according to task and responsibilities, as well as needs and recommendations. 4. Sensitize 6 municipal administrations in order for them to accept the participatory planning models and integrate discussions and proposals into municipal plans. 5. Establish procedures that allow monitoring to 6 Municipal Action Plans in a way that establishes how the changes in collective action reflects in participation settings and individual participation of actors involved in the training process. 6. Present 2 reports on activities and results accomplished. 7. Partial report. 8. Final report.	Dept: Caquetá Muni: Flores, Solita, Paujil, Doncello, Solano, Belén de los Andaquíes	13,377	30,767,400	11,513	26,479,900	86	1,864	4,287,500	14
13	FUNDAMAZ (Wilson Gaitán and Hermin Muñoz)	079	Implementation, administration, and practice of DLGP in Caquetá	Citizen Participation/ FIS	02-01-02 to 31-03-02	Ricardo Hurtado	1. Financial and physical follow-up to projects. 2. Supervision and assessment to infrastructure projects by a Civil Engineer. 3. Train beneficiary population on project management and social audits, according to a plan developed by ARD Colombia. 4. Socio-cultural identification of beneficiary population. 5. Final report with results and recommendations.	Dept: Caquetá	14,838	33,742,500	14,838	33,742,500	100	0	100	0
14	UNIVERSIDAD DE LOS ANDES (César Caballero)	080	Transparency component in public administration in DLGP	Municipal Strengthening / Transparency	02-01-02 to 31-03-02	Thomas Moore	1. Propose an expert on the transparency component of DLGP and its relation to national institutions and USAID contractors like Casals. 2. Train Maloca and Fundamaz on citizen oversight, on definition, implementation, and control of SIF projects, according to guides established by national institutions. 3. Coordinate 2 events in accountability tools to council members and municipal staff in Mocoa and Florencia. 4. Develop a pilot program on anticorruption in Florencia, Mocoa, and Puerto Asís. 5. Bi-monthly technical report and final report.	Dept: Caquetá, Putumayo	15,971	36,318,054	15,971	36,318,054	100	0	0	0
15	MALOCA (Claudia Bonilla, Adriana Bonilla, Anny Vallejo, and Miguel Ángel Suárez)	081	Implementation, administration, and practice of DLGP in Putumayo	Municipal Strengthening/ Citizen Participation	9-01-02 to 31-03-02	Arturo Rodríguez	1. Citizen participation assessment in 4 municipalities in Putumayo: Colón, San Francisco, Santiago y Sibundoy. 2. Support reformulation of projects approved by USAID/ARD Committee, follow-up, and evaluation of financed projects; identify new projects. 3. Train beneficiary population in project management and social audits. 4. Socio-cultural identification of beneficiary population. Training programs designed and implemented with Municipal Councils, CMDRs, and CTPs. 5. Strengthening program to promote citizen participation with vulnerable groups (indigenous, Afrocolombians, women, displaced people). Weekly reports through email about activities practiced. 6. Final report upon completion of contract describing strengths and obstacles in accomplishing objectives, as well as proposals for future work.	Dept: Putumayo, all municipalities	2,043	46,395,733	2,043	46,395,733	100	0	100	0
16	FUNDAMAZ (Milton Javier Quintero and Hermin Muñoz)	085	Implementation, administration, and practice of DLGP in Caquetá	Citizen Participation/ SIF	01-01-02 to 30-06-02	Wilson Gaitán	1. Number of projects under financial and physical follow-up. 2. Supervision and assessment to infrastructure projects by a Civil Engineer. Train the beneficiary population on project management and social audits. 3. Socio-cultural identification of beneficiary population. 4. Final minutes upon delivery of project to mayor's offices, coordinating with ARD's departmental coordinator. 5. Final report with results and recommendations.	Dept: Caquetá	14,838	33,742,500	14,838	33,742,500	100	0	0	0
2. CONSULTANCIES																
1	JAIME FAJARDO OLIVEROS		Technical assistance to Development Plan formulation for El Doncello	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: El Doncello	874	2,010,000	874	2,010,000	100	0	0	0
2	HILDA SANABRIA SUAZA		Technical assistance to Development Plan formulation for Puerto Rico	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: Puerto Rico	874	2,010,000	874	2,010,000	100	0	0	0
3	GILDARDO MUÑOZ GUTIERREZ		Technical assistance to Development Plan formulation for Solita	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: Solita	874	2,010,000	874	2,010,000	100	0	0	0
4	WERNER ANTONIO GUERRA		Technical assistance to Development Plan formulation for Curillo	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: Curillo	874	2,010,000	874	2,010,000	100	0	0	0
5	JUAN FERNANDO OLARTE		Technical assistance to Development Plan formulation for San José del Fragua	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: San José del Fragua	874	2,010,000	874	2,010,000	100	0	0	0
6	ALEXANDER MELO RIOS		Technical assistance to Development Plan formulation for Belén de los Andaquíes	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: Belén de los Andaquíes	874	2,010,000	874	2,010,000	100	0	0	0
7	WILSON GAITAN		Technical assistance to Development Plan formulation for Albania	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: Albania	874	2,010,000	874	2,010,000	100	0	0	0
8	LUIS AVELINO SALAZAR		Technical assistance to Development Plan formulation for Valparaiso	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: Valparaiso	874	2,010,000	874	2,010,000	100	0	0	0
9	JAIR DIAZ		Technical assistance to Development Plan formulation for El Paujil	Municipal Strengthening	03-08-01 to 09-18-01	Ricardo Hurtado	Development plan formulated and improved according to the Municipal Council's observations.	Dept: Caquetá Muni: El Paujil	874	2,010,000	874	2,010,000	100	0	0	0

10	ARIEL CIFUENTES	Technical assistance to Development Plan formulation for Caquetá	Municipal Strengthening	03-08-01 to 09-18-01	Yesid Sandoval	Development plan formulated and improved.	Dept: Caquetá	4,085	9,395,500	4,085	9,395,500	100	0	0	0
11	NUBIA URUEÑA	Coordinate transparency component	Transparency	08-03-01 to 06-15-01	Thomas Moore	Develop transparency component.	N/A	15,120	34,776,000	15,120	34,776,000	100	0	0	0
12	ELKIN VELASQUEZ	Evaluation of POTs' situation in Putumayo	Municipal Strengthening	04-19-01 to 09-03-01	Thomas Moore, Elkin Velasquez	Evaluation of POTs' situation in Putumayo.	Dept: Putumayo	6,000	13,800,000	6,000	13,800,000	100	0	0	0
13	MARIA INES MORA	Survey to identify needs on technical assistance and training for municipal strengthening in Belén de los Andaquíes y San José del Fragua	Municipal Strengthening	06-12-01 to 06-26-01	Ariel Cifuentes	Demand on technical assistance and training for PFDL I and II.	Dept: Caquetá Muni: Belén de los Andaquíes, San José del Fragua	435	1,000,000	435	1,000,000	100	0	0	0
14	LUIS AVELINO SALAZAR	Survey to identify needs on technical assistance and training for municipal strengthening in Valparaiso, Albania and Solita.	Municipal Strengthening	06-12-01 to 06-26-01	Ariel Cifuentes	Demand on technical assistance and training for PFDL I and II.	Dept: Caquetá Muni: Valparaiso, Albania, Solita	435	1,000,000	435	1,000,000	100	0	0	0
15	ADRIANA APRAEZ GOMEZ	Survey to identify needs on technical assistance and training for municipal strengthening in Mocoa, Puerto Caicedo and Valle del Guamuez	Municipal Strengthening	06-12-01 to 06-26-01	Ariel Cifuentes	Demand on technical assistance and training for PFDL I and II.	Dept: Putumayo Muni: Mocoa, Puerto Caicedo, Valle del Guamuez	435	1,000,000	435	1,000,000	100	0	0	0
16	JAIR DIAZ	Survey to identify needs on technical assistance and training for municipal strengthening in Milán, Solano and Curillo	Municipal Strengthening	06-12-01 to 06-26-01	Ariel Cifuentes	Demand on technical assistance and training for PFDL I and II.	Dept: Caquetá Muni: Milán, Solano, Curillo	435	1,000,000	435	1,000,000	100	0	0	0
17	FANNY CASTRO	Survey to identify needs on technical assistance and training for municipal strengthening in Villa Garzón, Orto and Puerto Guzmán	Municipal Strengthening	06-12-01 to 06-26-01	Ariel Cifuentes	Demand on technical assistance and training for PFDL I and II.	Dept: Putumayo Muni: Villa Garzón, Orto, Puerto Guzmán	435	1,000,000	435	1,000,000	100	0	0	0
18	FANNY CASTRO	Diagnostic on community participation in Putumayo	Citizen Participation	08-27-01 to 09-07-01	Arturo Leon	Surveys on community participation in Putumayo.	Dept: Putumayo	435	1,000,000	435	1,000,000	100	0	0	0
19	SILVIO LOPEZ	Social observatory in Putumayo	Municipal Strengthening	10-01-01 to 12-28-01	Arturo Leon	First report on human development for Putumayo.	Dept: Putumayo	1,950	4,485,000	1,950	4,485,000	100	0	0	0
20	PELAGIO GUARNIZO QUINTANA	Social observatory in Putumayo	Municipal Strengthening	10-01-01 to 12-28-01	Arturo Leon	First report on human development for Putumayo.	Dept: Putumayo	1,560	3,588,000	1,560	3,588,000	100	0	0	0
21	JOSE RAMIRO HERNANDEZ	Technical assistance to aqueduct project in Puerto Leguizamo	Municipal Strengthening	10-04-01 to 12-03-01	Yesid Sandoval	Technical orientation for the construction of the aqueduct and the purchase of electric equipment.	Dept: Putumayo Muni: Puerto Leguizamo	2,340	5,382,000	2,340	5,382,000	100	0	0	0
22	CONSTANZA ORTEGA	Technical assistance to transparency pacts	Transparency	10-24-01 to 03-01-02	Christina Schultz	Basic public information brochure.	N/A	3,605	8,291,500	3,605	8,291,500	100	0	0	0
23	ANTONIO SUAREZ LOPEZ	Technical assistance to aqueduct and sewage system in Puerto Colón and San Miguel	SIF	11-08-01 to 11-21-01	Yesid Sandoval	Technical orientation for the construction of the aqueducts and the the purchase of electric equipment.	Dept: Putumayo Muni: Puerto Colón, San Miguel	828	1,904,400	828	1,904,400	100	0	0	0
24	RUTH DANNI SAAVEDRA	Technical assistance to the Contracts and SIF Office	SIF	11-13-01 to 03-20-02	Carlos Iván Zuluaga	Technical assistance to projects presented to the SIF.	N/A	2,829	6,506,700	2,829	6,506,700	100	0	0	0
25	JORGE BUSTAMANTE	Methodology design for participatory budgets	Transparency	12-03-01 to 12-04-01	Cesar Caballero	Participation in the workshop for methodology design for participatory budgets.	Dept: Putumayo Muni: Puerto Asís, Belén de los Andaquíes, El Doncello	180	414,000	180	414,000	100	0	0	0
26	PABLO MOLINA	Methodology design for participatory budgets	Transparency	12-03-01 to 12-04-01	Cesar Caballero	Participation in the workshop for methodology design for participatory budgets.	Dept: Putumayo Muni: Puerto Asís, Belén de los Andaquíes, El Doncello	227	522,100	227	522,100	100	0	0	0
27	CESAR GIRALDO	Methodology design for participatory budgets	Citizen Participation	12-03-01 to 12-04-01	Cesar Caballero	Participation in the workshop for methodology design for participatory budgets.	Dept: Putumayo, Caquetá Muni: Puerto Asís, Belén de los Andaquíes, El Doncello	180	414,000	180	414,000	100	0	0	0
28	CARMENZA MANTILLA	POT improvements for Puerto Asís	Municipal Strengthening	01-28-02 to 04-02-02	Arturo Rodríguez	Technical assistance for POT socialization.	Dept: Putumayo Muni: Puerto Asís	3,300	7,504,200	3,300	7,504,200	100	0	0	0
29	INES REICHEL	Technical assistance to vulnerable population	Municipal Strengthening	02-21-02 to 03-27-02	Thomas Moore	Identify working mechanisms with vulnerable population for PFDL (indigenous and Afro-Colombians).	N/A	4,800	11,049,600	4,800	11,049,600	100	0	0	0
3. ARD Direct Assistance															
1	ARD	Publication of Development Plans for Caquetá	Municipal Strengthening	08-01-01 to 09-30-01	Yesid Sandoval	Development Plans for Caquetá.	Dept: Caquetá	7,074	16,270,000	7,074	16,270,000	100	0	0	0
2	ARD	Publication of municipal management report for Puerto Asís	Municipal Strengthening	02-01-02	Yesid Sandoval	Municipal management report for Puerto AsísInforme de Gestión del municipio de Puerto Asís.	Dept: Putumayo Muni: Puerto Asís	3,675	8,356,640	3,675	8,356,640	100	0	0	0
TOTAL DLGPI								362,886	874,974,567	309,467	752,112,567	96	53,418	122,862,400	4

ANNEX 4: DLGPI Training Projects

N°	Organization	Description	Component	Dates of Implementation	Person Responsible at ARD	Total	BENEFICIARIES								Hours of Training	Beneficiary Area (Dept and Muni)	Total Cost (Dollars)	Total Cost (Pesos)
							# Mayors	# Council	# Muni. Official	# Comm. Leaders	# Women	# Indig.	# Afro Colom.	# IDPs				
1	ARD	Workshop on advanced participatory methodologies	Citizen Participation	07-30-01 to 08-01-01	Gary Forbes, Rebecca Ignatoff	71			65		20	3	2		16	Departamento of Putumayo and Caquetá	6,642	15,275,938
2	ARD	Workshop on citizen oversight in public management	Citizen Participation	06-08-01 to 06-09-01	Nubia Urueña Betty Pedraza	80			71		12	5	5		16	Dept: Nariño Muni: Pasto	9,709	22,331,750
3	ARD	Ratification of the transparency pact	Citizen Participation	26-07-01 to 27-07-01	César Caballero	40										Dept: Caquetá Muni: Florencia	3,054	7,025,200
4	ARD	Transparency Pact	Citizen Participation	03-09-01	César Caballero											Dept: Putumayo Muni: Mocoa and Puerto Asís	2,316	5,327,600
5	CASALS	Workshop on citizen oversight in public management	Citizen Participation	10-16-01 to 10-17-01	Nubia Urueña Betty Pedraza											Dept: Caquetá Muni: Florencia	3,760	8,648,000
6	ARD	Seminar on transparency	Municipal Strengthening	10-19-01	César Caballero	37			37							Dept: Putumayo Muni: Puerto Asís	2,454	5,645,000
7	ARD	Workshop on decentralization experiences in the Amazon region	Municipal Strengthening	11-19-01 to 11-21-01	Arturo Rodríguez	50					10				16	Dept: Putumayo Muni: Sibundoy	4,087	9,400,000
8	MALOCA	Workshop on citizen oversight in public management	Citizen Participation	11-23-01 to 01-23-02	Nubia Urueña Arturo León	20									16	Departament of Putumayo	9,117	20,970,000
9	ARD	Seminar on best practices	Municipal Strengthening	12-12-01 to 12-13-01	Ariel Cifuentes											Dept: Caquetá Muni: Florencia	12,329	28,356,560
10	ARD	Seminar on best practices	Municipal Strengthening	02-20-02	Ariel Cifuentes											Dept: Putumayo Muni: Puerto Asís	9,119	20,991,082
11	ARD	Sharing of experiences among mayors and implementors of SIF projects	SIF	04-25-02 to 04-31-02	Yesid Sandoval											Departaments of Putumayo and Caquetá	8,392	18,956,888
12	CASALS	Production of a video	Citizen Participation	02-22-02	Cesar Caballero											Departaments of Putumayo and Caquetá	3,105	7,147,000
																	74,085	170,075,018

SIF PROJECT ANALYSIS:											
1. Implemented Projects:											
a. Completed Projects:	66	Average cost per project: \$31,443		Total cost: \$2,075,215		ARD Funds: \$1,342,856 (64%)		Local Funds: \$732,359 (36%)		100% Implemented	Average: 45 weeks
b. Total Beneficiaries:	64,124	Women: 29,186	Displaced: 10,949	Indigenous: 16,926	Afro-Colombians: 7,483						
2. Physical Infrastructure Projects:											
a. Completed Projects:	50	Average cost per project: \$30,804		Total cost: \$1,540,194		ARD Funds: \$1,034,631 (67%)		Local Funds: \$505,563 (33%)		100% Implemented	Average: 20 weeks
3. Productive Projects:											
a. Completed Projects:	16	Average cost per project: \$32,973		Total cost: \$527,568		ARD Funds: \$303,534 (58%)		Local Funds: \$224,034 (42%)		100% Implemented	Average: 25 weeks